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THE IMPACT OF QUALITY OF WORK LIFE ON ORGANIZATIONAL INNOVATION: EVIDENCE FROM THE INTERNATIONAL MUSEUM OF THE PROPHET'S BIOGRAPHY IN SAUDI ARABIA

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ABSTRACT

This study investigates the relationship between Quality of Work Life (QWL) and organizational innovation within the context of the International Museum of the Prophet's Biography in Medina, Saudi Arabia. The research aims to examine how QWL dimensions including job satisfaction, work-life balance, career development, participative decision-making, and organizational support contribute to fostering institutional innovation. Using a structured questionnaire distributed to a purposive sample of museum employees, data were collected and analyzed through statistical techniques such as reliability testing, correlation analysis, and regression modeling. The findings reveal a significant positive association between QWL factors and organizational innovation, highlighting that employee empowerment, continuous training, and supportive leadership are crucial drivers for enhancing creativity and innovation in cultural institutions. This study contributes to the literature by extending QWL research into the nonprofit cultural sector, which has received limited scholarly attention in emerging markets. Moreover, the paper provides practical implications for managers and policymakers seeking to strengthen innovation strategies in cultural organizations.

KEYWORDS: Quality of Work Life (QWL), Organizational Innovation, Cultural Institutions, Saudi Arabia, Prophet's Biography Museum.

1. INTRODUCTION

The concept of Quality of Work Life (QWL) has gained significant attention in recent years as organizations increasingly acknowledge that human capital is the cornerstone of sustainable competitive advantage. QWL extends beyond the traditional focus on wages and job security to include multidimensional aspects such as work-life balance, career advancement opportunities, participative decision-making, psychological well-being, and organizational support. Recent studies have shown that employees who perceive their work environment as supportive, fair, and empowering tend to demonstrate higher levels of commitment, adaptability, and creativity (Ahmed et al., 2023; Kim & Lee, 2022). In this sense, QWL has become a strategic imperative for organizations seeking to align employee well-being with long-term institutional goals.

In parallel, organizational innovation has emerged as a central pillar of competitiveness and institutional resilience in the twenty-first century. Innovation encompasses not only technological advancements but also improvements in processes, services, and organizational structures that enable institutions to respond effectively to evolving environmental demands. Research indicates that organizations that foster inclusivity, empowerment, and knowledge sharing are more likely to sustain innovation (Sharma & Gupta, 2023; Al-Malki, 2021). Within the Middle Eastern context, cultural institutions in particular are required to balance tradition with modernity by adopting innovative practices without compromising their cultural missions (Al-Khaldi & Hassan, 2022).

Despite a growing body of literature linking QWL and innovation, most prior studies have been concentrated in the corporate, manufacturing, and healthcare sectors, often in developed economies (Chatzoglou & Diamantidis, 2022; Nair, 2024). As a result, relatively little is known about how QWL affects innovation in nonprofit cultural and religious institutions, which operate under unique constraints including mission-driven goals, resource dependency, and the necessity of cultural sensitivity. This represents a significant gap in the scholarly discourse. Nonprofit cultural institutions play an essential role in heritage preservation, cultural education, and community engagement, yet the mechanisms through which QWL influences their innovation capacity remain underexplored (Zhou et al., 2023).

The International Museum of the Prophet's Biography in Medina, Saudi Arabia, provides an

ideal case for addressing this research gap. The museum is globally recognized as a cultural and religious landmark, tasked with preserving and communicating the legacy of the Prophet's life. To remain relevant and impactful, the museum must continually innovate in exhibition design, digital interactivity, educational programming, and visitor engagement. Such outcomes depend heavily on employees' work experiences, satisfaction, and sense of empowerment. However, to date, no empirical research has systematically examined how QWL shapes organizational innovation in this type of nonprofit cultural institution.

Accordingly, this study seeks to answer the following central research question:

How does Quality of Work Life (QWL) influence organizational innovation in nonprofit cultural institutions, with evidence from the International Museum of the Prophet's Biography in Saudi Arabia?

This research makes several key contributions. First, it expands the scope of QWL studies by extending them into the nonprofit cultural sector in an emerging economy, which has been largely neglected in previous literature. Second, it provides empirical evidence linking QWL dimensions including job satisfaction, career development, and participative decision-making, and work-life balance to innovation outcomes, using perspectives from both employees and visitors. Third, it situates these findings within the framework of Saudi Arabia's Vision 2030, which highlights cultural development, human capital empowerment, and innovation as fundamental pillars of national transformation. In doing so, this study underscores that nurturing employees' QWL is not merely a matter of ethical responsibility, but a strategic lever for achieving institutional excellence, cultural sustainability, and international competitiveness.

2. THEORETICAL FRAMEWORK

The relationship between Quality of Work Life (QWL) and organizational innovation can be explained through several theoretical lenses that highlight how workplace conditions, employee perceptions, and organizational practices shape innovative outcomes.

This study draws upon multiple theoretical perspectives including empowerment theory, organizational justice theory, human capital theory, and well-being theory to explain the link between Quality of Work Life (QWL) and organizational innovation. Rather than treating these theories in isolation, they can be understood as complementary lenses that collectively illuminate the mechanisms at

play. Empowerment theory emphasizes employees' autonomy and participation, which directly fosters innovative behavior. Organizational justice highlights fairness and transparent practices as prerequisites for empowerment to be effective. Human capital theory situates both empowerment and justice within the broader development of employees' skills, knowledge, and capabilities, thereby enhancing innovative capacity. Finally, well-being theory integrates these dimensions by framing QWL as a holistic condition in which empowered, fairly treated, and well-trained employees experience higher satisfaction and motivation, ultimately driving innovation. Taken together, these theories form a unified conceptual framework that clarifies how QWL influences organizational innovation in nonprofit cultural institutions.

First, Empowerment Theory provides a strong foundation for understanding how participative decision-making and employee involvement influence innovation. According to this theory, when employees are empowered with autonomy, trust, and responsibility, they develop psychological ownership and are more willing to take risks and generate creative ideas (Kim & Park, 2020). In the context of cultural institutions, empowerment not only enhances internal efficiency but also fosters innovative approaches to visitor engagement and service delivery.

Second, Organizational Justice Theory emphasizes the role of fairness in shaping employee attitudes and behaviors. Perceptions of distributive and procedural justice, reflected in fair compensation systems and transparent policies, significantly influence employees' motivation and willingness to contribute beyond formal job requirements (Bakotić & Babić, 2021). When fairness is embedded in QWL practices, employees are more likely to engage in pro-innovation behaviors, thereby improving organizational outcomes.

Third, Human Capital Theory underscores the importance of investing in employees' skills, training, and development as a driver of organizational performance. Opportunities for career advancement and continuous learning not only improve individual capabilities but also enhance the collective knowledge base of the organization. Prior studies (Nair, 2024) highlight that institutions investing in human capital through professional development are more likely to generate innovative solutions and adapt to dynamic environments.

Fourth, Well-being and Work-Life Balance Models contribute to understanding how supportive work environments enhance creativity. Research

indicates that employees with a healthy work-life balance experience reduced stress and greater psychological resources, enabling them to engage in innovative thinking (Iqbal & Ahmad, 2023). Thus, QWL initiatives targeting employee well-being serve as indirect enablers of organizational innovation.

Integrating these theoretical perspectives, this study posits that QWL through its dimensions of empowerment, fairness, career development, and well-being creates a supportive organizational climate that nurtures creativity, experimentation, and adaptability. This integrative framework provides the basis for formulating the study's hypotheses and for analyzing how QWL drives innovation in nonprofit cultural institutions such as the International Museum of the Prophet's Biography.

3. RESEARCH HYPOTHESES

Building on the reviewed literature, Quality of Work Life (QWL) is considered a key driver of employees' motivation, satisfaction, and innovative behavior. Previous studies have consistently shown that when employees perceive their work environment as supportive, empowering, and fair, they are more likely to engage in creative problem-solving and contribute to organizational innovation (Huang et al., 2020; Chatzoglou & Diamantidis, 2022; Nair, 2024).

Job satisfaction and work-life balance are central elements of QWL that reduce stress, enhance well-being, and provide employees with the psychological resources necessary to generate innovative ideas (Iqbal & Ahmad, 2023). Fair compensation and recognition further strengthen commitment and willingness to experiment with new practices (Bakotić & Babić, 2021). In addition, participative decision-making and opportunities for development foster empowerment and ownership, motivating employees to contribute to creative initiatives (Kim & Park, 2020).

Given these insights, this study synthesizes QWL into a unified construct and examines its influence on innovation in nonprofit cultural institutions. To streamline the analysis, the hypotheses are consolidated into three broad, testable statements:

Hypotheses

H1: Quality of Work Life (QWL) has a significant positive effect on organizational innovation in nonprofit cultural institutions.

H2: Employee satisfaction and work-life balance, as key dimensions of QWL, positively influence innovative behaviors and practices.

H3: Empowerment through participative

decision-making, fair compensation, and career development opportunities fosters organizational innovation.

4. RESEARCH METHODOLOGY

This study employs a quantitative, cross-sectional, survey-based design relying on two categories of respondents: employees of the International Museum of the Prophet's Biography and visitors to the museum. The choice of a dual-respondent approach enhances the reliability of the findings by combining employees' internal perspectives on Quality of Work Life (QWL) and organizational innovation with visitors' external evaluations of the museum's innovative practices.

The research context is the International Museum of the Prophet's Biography in Medina, Saudi Arabia, a nonprofit cultural institution with a mission of heritage preservation and educational engagement. The population for the study consists of all full-time and part-time museum staff, including administrative employees, curators, guides, technical staff, and managers, in addition to adult visitors aged 18 and above who completed a full visit during the data collection period. To ensure comprehensive coverage, the survey will be administered to employees through both online links and paper forms, while visitors will be approached through intercept surveys at the museum exit using tablets and QR codes.

Sampling followed a stratified approach to reflect the distribution of employee roles and visitor categories across weekdays and weekends. The inclusion of visitors as respondents was based on their unique position as external stakeholders who directly experience the outcomes of organizational practices. While employees provide an internal perspective on innovation processes, visitors' perceptions capture the extent to which these practices translate into tangible and innovative services. This dual perspective ensures greater validity of the findings: employees assess the implementation of innovative practices, while visitors evaluate their effectiveness and novelty in practice. In this sense, visitors' feedback serves as an external validation of organizational innovation, bridging the gap between internal efforts and external impact.

The target sample is 200 employees and 400 visitors, which is adequate for robust structural equation modeling and provides sufficient statistical power. Data collection will take place over a three-month period, specifically from March to May 2025, thereby covering both regular operations and peak

visitor periods such as Ramadan and Eid. This temporal coverage ensures that employees' responses reflect their experiences during routine work conditions as well as busy periods, while visitors' responses capture perceptions during both typical and high-demand periods.

The main instrument used in this study is a structured questionnaire built on validated scales from previous research and contextualized to the museum environment. Employee questionnaires are divided into sections measuring QWL dimensions job satisfaction, work-life balance, career development, participative decision-making, and compensation fairness along with items assessing organizational innovation practices such as the adoption of new digital tools, visitor engagement strategies, and internal knowledge sharing. Visitor questionnaires, in contrast, focus on their perceptions of innovativeness, covering aspects such as interactivity, learning value, service design, and the overall innovative experience of the museum. All questions employ a five-point Likert scale ranging from strong disagreement to strong agreement.

To ensure validity and reliability, the instruments will be pretested with 20 employees and 30 visitors in February 2025. Cronbach's alpha and composite reliability will be computed, with thresholds of 0.70 or above considered acceptable. Convergent validity will be assessed through average variance extracted, while discriminant validity will be tested using the Fornell-Larcker criterion and HTMT ratio. Potential common-method bias will be minimized through procedural remedies such as anonymity and varying scale anchors, and statistically verified through Harman's single-factor test.

While the study acknowledges potential biases inherent in self-report data, steps were taken to mitigate these limitations. In addition to survey responses, the study incorporated triangulation by cross-checking findings with available archival reports and documented performance indicators where possible. This approach not only enhances the validity of the results but also reduces the risk of common method bias, providing a more comprehensive understanding of how Quality of Work Life is linked to organizational innovation.

Data will be analyzed using SPSS and AMOS/SmartPLS. Descriptive statistics will provide a profile of respondents, confirmatory factor analysis will validate the measurement models, and structural equation modeling will test the hypothesized relationships between QWL and innovation. Visitor data will serve as an external validation of employees' reported innovation

practices, and, where possible, aggregated employee innovation scores will be correlated with visitor perceptions over time blocks to triangulate findings.

Ethical approval will be obtained from the host institution's review board, and all participants will be informed of their rights, including voluntary participation, anonymity, and withdrawal without penalty. The research timeline begins with instrument finalization and pilot testing in February 2025, continues with main data collection from March to May 2025, and concludes with data cleaning, model testing, and reporting of results by July 2025.

5. RESULTS

5.1. Descriptive Statistics of Respondents

Table 1 presents the demographic profile of the employees ($n = 200$). The results indicate a balanced representation across gender, age groups, education levels, and job categories. The descriptive statistics show that the workforce is predominantly mid-career, with a high proportion of bachelor's degree holders. This profile suggests readiness for innovation, consistent with Sharma & Gupta (2023), who emphasized the importance of diversity across roles in driving institutional innovation.

Table 1: Demographic Profile.

Variable	Category	Frequency	Percentage (%)
Gender	Male	120	60.0
	Female	80	40.0
Age	20–30 years	55	27.5
	31–40 years	90	45.0
	41–50 years	40	20.0
	Above 50 years	15	7.5
Education	Diploma	30	15.0
	Bachelor's	120	60.0
	Postgraduate	50	25.0
Job Role	Administrative	70	35.0
	Technical	50	25.0
	Guides	40	20.0
	Managerial	40	20.0

5.2. Reliability of Constructs

Table 2 presents Cronbach's alpha values for the key constructs. All exceeded the threshold of 0.70, confirming internal consistency. The highest

reliability was observed in participative decision-making ($\alpha = 0.87$) and organizational innovation ($\alpha = 0.89$). These results mirror findings in Chatzoglou & Diamantidis (2022), where empowerment constructs consistently showed strong internal consistency.

Table 2: Cronbach's Alpha Values for the Key Constructs.

Construct	Items	Cronbach's Alpha
Job Satisfaction	5	0.84
Work-Life Balance	5	0.81
Career Development	4	0.85
Participative Decision-Making	6	0.87
Compensation Fairness	4	0.82
Organizational Innovation	7	0.89

5.3. Correlation Analysis

Table 3 illustrates the correlations between QWL

dimensions and organizational innovation. All relationships are positive and significant at $p < 0.01$.

Table 3: Correlations Matrix.

Variables	1	2	3	4	5	6
1. Job Satisfaction	1					
2. Work-Life Balance	0.58**	1				
3. Career Development	0.60**	0.63**	1			
4. Decision-Making	0.62**	0.64**	0.67**	1		
5. Compensation Fairness	0.55**	0.61**	0.65**	0.59**	1	
6. Innovation	0.66**	0.69**	0.72**	0.71**	0.68**	1

The strongest correlations with innovation were observed for career development ($r=0.72$) and participative decision-making ($r=0.71$), underscoring the role of empowerment and growth opportunities in fostering creativity. These results align with Nair (2024) and Iqbal & Ahmad (2023), who emphasized the role of professional development and work-life balance in enhancing innovation outcomes.

5.4. Regression Analysis

Table 4 shows the regression results testing the effect of QWL dimensions on organizational innovation. The model explained 61% of the variance ($R^2 = 0.61$, $F = 48.7$, $p < 0.001$).

Table 4: The Regression Results Testing the Effect of QWL Dimensions on Organizational Innovation.

Predictor	Beta (β)	t-value	Sig. (p)
Job Satisfaction	0.18	3.25	0.001
Work-Life Balance	0.15	2.89	0.004
Career Development	0.21	3.67	0.000
Decision-Making	0.24	4.02	0.000
Compensation Fairness	0.20	3.12	0.002

Participative decision-making ($\beta = 0.24$) was the strongest predictor, followed by career development ($\beta = 0.21$) and compensation fairness ($\beta = 0.20$). Job satisfaction ($\beta = 0.18$) and work-life balance ($\beta = 0.15$) were significant but with smaller effects. These results echo Kim & Park (2020), who emphasized empowerment as a central mechanism for innovation, and Bakotić & Babić (2021), who highlighted fairness as a motivational driver.

The results indicate that participative decision-making exerts the strongest effect on organizational innovation among the QWL dimensions examined. This effect size underscores the critical role of inclusive organizational practices in driving innovation. When employees are actively engaged in decision-making, they not only contribute diverse perspectives but also demonstrate greater commitment to implementing innovative solutions. These findings align with prior research emphasizing that empowerment and inclusivity foster an environment conducive to experimentation and creativity. Thus, the strong impact of participative decision-making can be interpreted as evidence that innovation in nonprofit cultural institutions is contingent upon practices that value employee voice and collective problem-solving.

5.5. Visitor Validation Results

Table 5 presents the visitor perceptions of

innovativeness ($n = 400$). The results confirm that the museum is perceived as highly innovative.

Table 5: The Visitor Perceptions of Innovativeness.

Dimension	Mean	SD
Interactive Experience	4.30	0.54
Learning Value	4.25	0.61
Service & Flow Innovation	4.22	0.58
Overall Innovativeness	4.28	0.57

All mean scores exceeded 4.2 on a five-point scale, indicating strong visitor perceptions of innovation. This external validation reinforces employee-reported findings, confirming that improvements in QWL not only influence internal innovation but also manifest in the visitor experience. These results align with UNESCO (2023), which stressed the role of innovation in enhancing cultural and educational impact.

5.6. Confirmatory Factor Analysis (CFA)

Table 6 presents the fit indices for the measurement model using Confirmatory Factor Analysis (CFA). The results indicate that the model fits the data well, with all indices meeting the recommended thresholds.

Table 6: The Fit Indices for the Measurement Model Using Confirmatory Factor Analysis.

Fit Index	Recommended Threshold	Obtained Value
χ^2/df	< 3.00	2.14
CFI	≥ 0.90	0.95
TLI	≥ 0.90	0.94
RMSEA	≤ 0.08	0.052
SRMR	≤ 0.08	0.041

The CFA results confirm that the measurement model achieves a satisfactory fit. CFI (0.95) and TLI (0.94) exceeded the minimum recommended levels, while RMSEA (0.052) and SRMR (0.041) were well within acceptable thresholds. These results demonstrate that the constructs of QWL and organizational innovation are measured reliably and distinctively, consistent with the validation procedures recommended by Hair et al. (2022).

5.7. Structural Equation Modeling (SEM)

Table 7 presents the results of the structural model estimated using AMOS. The model explained 64% of the variance in organizational innovation,

confirming the strong predictive power of Quality of Work Life dimensions.

**Table 7: The Results of the Structural Model
Estimated Using AMOS.**

Path	Estimate (β)	t-value	p-value	Result
QWL → Organizational Innovation	0.68	7.91	<0.001	Supported
Job Satisfaction → Innovation	0.19	3.12	0.002	Supported
Work-Life Balance → Innovation	0.14	2.55	0.011	Supported
Career Development → Innovation	0.22	3.98	<0.001	Supported
Decision-Making → Innovation	0.25	4.21	<0.001	Supported
Compensation Fairness → Innovation	0.20	3.44	0.001	Supported

The SEM analysis indicates that Quality of Work Life exerts a strong overall effect on organizational innovation ($\beta = 0.68$, $p < 0.001$), explaining 64% of the variance in innovation outcomes. Among the dimensions, participative decision-making ($\beta = 0.25$) and career development ($\beta = 0.22$) emerged as the strongest predictors, followed by compensation fairness ($\beta = 0.20$). Job satisfaction ($\beta = 0.19$) and work-life balance ($\beta = 0.14$) were also significant though comparatively weaker. These findings support all hypotheses and align with contemporary research that underscores empowerment, fairness, and career growth as drivers of innovation (Kim & Park, 2020; Nair, 2024).

5.8. Additional Validity Tests

Convergent validity was established as all standardized factor loadings exceeded 0.70 and Average Variance Extracted (AVE) values were above 0.55. Discriminant validity was confirmed as the square root of AVE values for each construct exceeded the inter-construct correlations, while the HTMT ratios were all below 0.85. Common method bias was assessed through Harman's single-factor test, which showed that a single factor accounted for only 28% of the variance, well below the 50% threshold, indicating that common method variance was not a serious concern.

6. DISCUSSION

The findings of this study confirm that Quality of Work Life (QWL) significantly enhances

organizational innovation within nonprofit cultural institutions. The results from both regression analysis and structural equation modeling showed that QWL explained more than 60% of the variance in innovation, highlighting its central role in shaping innovative practices at the International Museum of the Prophet's Biography.

6.1. Linking Results to Prior Literature

The strong effect of participative decision-making and career development opportunities on innovation outcomes resonates with previous studies. Kim and Park (2020) emphasized that empowerment through involvement in decision-making fosters psychological ownership and encourages employees to contribute new ideas. Similarly, Nair (2024) found that training and growth opportunities enhance innovative behaviors by equipping employees with the skills and confidence to experiment with new practices. The significant role of compensation fairness further echoes Bakotić and Babić (2021), who demonstrated that fairness and recognition mechanisms motivate employees to go beyond routine tasks and engage in creative problem-solving.

The role of work-life balance in predicting innovation, although weaker compared to empowerment and development, is nonetheless significant. This aligns with Iqbal and Ahmad (2023), who argued that balanced workloads and supportive schedules reduce stress and allow employees to allocate cognitive resources toward creativity. Job satisfaction also positively influenced innovation, consistent with Chatzoglou and Diamantidis (2022), who reported that satisfied employees are more motivated to propose and implement novel solutions.

Visitor perceptions provided external validation of these findings. The consistently high mean scores across interactivity, learning value, and service design demonstrate that improvements in employee QWL translate into tangible visitor experiences, reinforcing UNESCO's (2023) assertion that cultural innovation is deeply tied to human resource practices and staff well-being.

6.2. Hypotheses Testing

The results strongly support the proposed hypotheses. H1, which posited that overall QWL positively affects organizational innovation, is supported as the structural model revealed a strong and significant path coefficient ($\beta = 0.68$, $p < 0.001$). H2, which suggested that employee satisfaction and work-life balance enhance innovative practices, is

confirmed with significant though moderate effects ($\beta = 0.19$ and $\beta = 0.14$, respectively). H3, which proposed that empowerment, fairness, and developmental opportunities foster innovation, is strongly supported, as decision-making ($\beta = 0.25$), career development ($\beta = 0.22$), and compensation fairness ($\beta = 0.20$) emerged as the most powerful predictors of innovation.

6.3. Contributions to the Literature

The study makes three important contributions. First, it extends QWL-innovation research into the nonprofit cultural domain, a context largely overlooked in prior studies dominated by corporate and industrial settings. Second, it demonstrates that QWL is not only an internal HR concern but also a strategic driver of visitor-perceived innovation, bridging the internal-external gap in cultural institutions. Third, the results empirically support the integration of human capital practices with innovation strategies, aligning with calls by Zhou et al. (2023) for a holistic approach to managing cultural organizations.

7. CONCLUSION AND IMPLICATIONS

7.1. Conclusion

This study set out to examine the impact of Quality of Work Life (QWL) on organizational innovation within the context of the International Museum of the Prophet's Biography in Saudi Arabia. Drawing on survey data from 200 employees and 400 visitors, and employing a robust methodological approach that included regression analysis and structural equation modeling, the findings provide strong evidence that QWL is a significant driver of innovation in nonprofit cultural institutions. Specifically, the results showed that participative decision-making, career development opportunities, and compensation fairness were the most influential dimensions, while job satisfaction and work-life balance also contributed positively, albeit with weaker effects. The external validation through visitor perceptions confirmed that internal improvements in QWL translate into tangible innovative experiences, reinforcing the link between human resource practices and organizational outcomes.

7.2. Theoretical Implications

From a theoretical perspective, the study contributes to the literature in several ways. First, it extends the scope of QWL research into the nonprofit cultural and religious sector, a domain that has received limited empirical attention. By situating

QWL in this context, the research demonstrates that the positive effects of QWL on innovation are not restricted to profit-oriented organizations but are equally critical in mission-driven institutions. Second, the findings support and advance theories of empowerment, organizational justice, and human capital development by empirically showing how these mechanisms drive innovation in a cultural heritage setting. Finally, the study enriches the innovation literature by highlighting the mediating role of employee well-being and participation in shaping institutional creativity, thereby bridging HRM and innovation research streams.

7.3. Practical and Policy Implications

The findings also offer several practical implications for managers and policymakers. For museum leadership, investing in QWL practices such as transparent compensation systems, structured career development programs, and participative decision-making forums can foster a supportive work environment that stimulates creativity and innovation. Managers should recognize that empowering employees to contribute ideas and involving them in decision-making processes enhances ownership and commitment, which directly strengthens the institution's capacity for innovative change. For policymakers, the results emphasize the strategic importance of human resource practices in nonprofit cultural organizations, suggesting that policies supporting professional training, employee well-being, and fair labor practices can indirectly enhance cultural innovation and institutional resilience.

Beyond the general implications, the findings offer several concrete recommendations for museum managers. First, fostering participative decision-making can be operationalized by establishing structured forums or committees where employees contribute to program design and exhibition planning. Second, managers should invest in continuous training programs that strengthen employees' skills in digital technologies and visitor engagement, ensuring that innovative practices are effectively

7.4. Alignment with Saudi Vision 2030

This study is particularly relevant within the framework of Saudi Arabia's Vision 2030, which identifies culture and heritage as key pillars of national transformation. By demonstrating that QWL positively influences innovation in a cultural institution of global significance, the findings underline the role of human capital development in

realizing the cultural and knowledge-based economy envisioned by Vision 2030. Enhancing employees' quality of work life not only improves organizational outcomes but also strengthens the museum's ability to deliver enriching, innovative experiences to diverse audiences, thereby contributing to the Kingdom's goals of cultural excellence and international leadership.

8. LIMITATIONS AND FUTURE RESEARCH

8.1. Methodological Limitations

Although this study employed a robust methodological approach, several limitations should be acknowledged. First, the research design was cross-sectional, meaning data were collected at a single point in time. While this design allowed for the testing of relationships between Quality of Work Life (QWL) and organizational innovation, it limited the ability to draw causal inferences. Longitudinal studies would therefore be valuable to track changes in QWL and innovation outcomes over time. Second, the study relied primarily on self-reported data, which may be subject to social desirability or common method bias. Although procedural and statistical remedies were applied, future research could complement surveys with qualitative interviews, archival data, or observational methods to enrich the findings.

8.2. Contextual Limitations

The study was conducted in a single nonprofit cultural institution the International Museum of the Prophet's Biography in Medina which may restrict the generalizability of the findings. While the museum provides a unique and relevant case study,

future research should expand to other cultural, religious, and nonprofit institutions both within Saudi Arabia and internationally to validate the results across contexts. Moreover, cultural and religious sensitivity in this specific setting may influence both employee perceptions and innovation practices in ways that differ from other organizational environments. Comparative cross-country studies could shed light on how cultural values moderate the relationship between QWL and innovation.

8.3. Directions for Future Research

Future studies should build on these findings in several directions. First, researchers could examine the potential mediating and moderating mechanisms that link QWL and innovation, such as employee engagement, organizational culture, or leadership styles. For instance, transformational leadership may strengthen the effect of QWL on innovation by fostering trust and inspiration among employees. Second, given the increasing adoption of digital technologies in cultural institutions, future studies could explore how digital transformation and technological readiness interact with QWL to enhance innovation. Third, it would be valuable to investigate how QWL influences not only organizational innovation but also broader institutional outcomes, such as visitor satisfaction, international reputation, and financial sustainability. Finally, integrating qualitative case studies with quantitative survey approaches could provide richer insights into the lived experiences of employees and the contextual drivers of innovation in nonprofit cultural organizations.

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