



THE IMPACT OF INNOVATIVE MANAGERIAL APPROACHES ON SERVICE QUALITY AND INSTITUTIONAL EXCELLENCE IN ARAB PUBLIC FACILITIES WITHIN ISRAEL

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Abstract:

This study explored the impact of innovative administrative approaches on service quality and institutional excellence in Arab public facilities within Israel. Given the limited research addressing these issues in the context of the Arab community in Israel, the study examined the role of results-based management, knowledge sharing, smart applications, and citizen engagement as an integrated system for improving public services and achieving institutional excellence. The study adopted a qualitative approach and conducted semi-structured interviews with 30 managers, employees, and citizens associated with Arab public facilities. Data were analyzed using thematic analysis. The findings indicate that the contribution of these approaches depends on how they are implemented and on the organizational environment. Results-based management supports performance monitoring and decision-making, although excessive reliance on quantitative indicators may reduce attention to citizens' experiences. Knowledge sharing enhances organizational learning, but its effectiveness depends on organizational culture. Digital transformation improves access to services and procedural efficiency, while limited digital readiness and trust in electronic services restrict its benefits. Citizen engagement helps identify beneficiaries' needs, although its impact depends on institutions' responsiveness to feedback. These findings are particularly important within the context of Arab public facilities in Israel, where linguistic, social, and cultural characteristics influence the effectiveness of administrative approaches. The study contributes to the literature on public administration and administrative innovation and provides practical recommendations for improving public services in Arab public facilities within Israel.

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1. Introduction

In recent decades, public organizations have undergone significant transformations driven by technological advancements, rising citizen expectations, and increasing pressures to enhance the quality of public services and elevate institutional performance. Consequently, there has been a growing interest in innovative managerial approaches as essential elements for modernizing public organizations and improving their capacity to respond to environmental, social, and technological shifts.

Contemporary literature indicates that public organizations no longer rely solely on traditional methods or mere resource expansion to enhance performance. Instead, they increasingly depend on modern managerial practices that contribute to improving service quality and fostering institutional excellence. These approaches encompass results-based management, knowledge sharing, digital transformation and smart applications, and citizen engagement in service improvement.

Results-based management enables public organizations to monitor performance and engage in data-driven decision-making, whereas knowledge sharing fosters organizational learning and transfers expertise across personnel. Furthermore, digital transformation and smart applications have become fundamental tools helping organizations improve service efficiency and accessibility. Meanwhile, citizen engagement plays a vital role in bolstering public trust and refining the overall quality of public services.

Institutional excellence models, such as the EFQM and Baldrige frameworks, underscore the importance of leadership, continuous improvement, user-centricity, and knowledge management as core components for achieving organizational excellence, leveraging institutional knowledge, and translating it into mechanisms for continuous development. In the context of this study, these models are not employed as quantitative scoring or computational performance metrics; rather, they are adopted as qualitative analytical lenses and conceptual frameworks. This approach guides the formulation of the interview protocols and aids in interpreting the participants' experiences and their perceptions regarding the maturity of the culture of excellence within Arab public facilities.

Despite the growing body of literature on innovative managerial approaches, research examining these practices within Arab public facilities in Israel remains limited. These institutions operate within a unique social, cultural, and organizational context that directly influences how these innovative managerial approaches are adopted, implemented, and sustained. This underscores a critical need to investigate this phenomenon deeply through a qualitative lens within this specific context.

Accordingly, this study aims to explore the impact of innovative managerial practices on service quality and institutional excellence in Arab public facilities within Israel. It focuses specifically on results-based management, intra-organizational and cross-departmental knowledge sharing, smart applications and digital transformation, and citizen engagement. By relying on a qualitative methodology, this study seeks to understand the lived experiences and perceptions of directors, employees, and citizens regarding these practices.

2. Literature Review

2.1 Innovative Managerial Approaches

The concept of innovative administrative approaches refers to the development of organizational practices and work processes aimed at improving performance and responding to environmental changes. This concept is closely associated with organizational innovation theory, which considers innovation as an organization's ability to adopt new ideas and practices that enhance performance and facilitate adaptation to the surrounding environment (Damanpour, 1991). Although the literature emphasizes the importance of innovation in public sector development, the success of innovative administrative approaches depends not merely on adopting new practices but on the institution's ability to implement them in accordance with its organizational needs and context. Furthermore, transferring modern administrative practices from other institutional or environmental settings does not necessarily guarantee similar outcomes. In Arab public facilities within Israel, this issue gains particular importance due to the need to improve service quality while addressing various organizational and social challenges. Therefore, the present study views innovative administrative approaches as an integrated set of practices that may contribute to improving service quality and achieving institutional excellence.

2.2 Results-Based Management

Results-based management has become one of the most widely used administrative approaches in public organizations to improve performance and support decision-making processes. This approach relies on performance indicators, data, and monitoring reports to evaluate achievement levels and identify areas for improvement. Numerous studies have highlighted the importance of this approach in enhancing organizational efficiency and performance. Behn (2003) argued that performance measurement enables public organizations to learn and improve their services, while Moynihan (2008) emphasized the role of information and data in supporting decision-making and organizational development.

However, some studies suggest that excessive emphasis on indicators and numerical measures may lead organizations to focus only on what can be measured while neglecting aspects related to service quality and citizen satisfaction. Therefore, the importance of results-based management lies not merely in the existence of performance

indicators, but rather in how they are utilized for learning and continuous improvement. This perspective is consistent with New Public Management theory, which emphasizes efficiency, accountability, performance measurement, and results orientation within public organizations (Hood, 1991).

In the context of Arab public facilities in Israel, results-based management gains additional importance due to limited resources and the need to improve service delivery. Nevertheless, its effectiveness depends on balancing efficiency considerations with service quality objectives.

2.3 Knowledge Sharing and Organizational Learning

Knowledge sharing refers to the exchange of information, experiences, and expertise among organizational members to improve performance and service delivery. This concept is associated with knowledge management theory, which considers knowledge a strategic organizational resource comparable in importance to financial and material resources. Nonaka and Takeuchi (1995) argue that organizational knowledge develops not only through formal systems and procedures but also through continuous interaction and experience sharing among employees. Similarly, Wang and Noe (2010) emphasized that knowledge sharing contributes to organizational learning and performance improvement. Despite its recognized importance, knowledge sharing does not always occur automatically. The presence of experienced employees does not necessarily ensure that their expertise will become organizational knowledge. Knowledge may remain embedded in individuals if appropriate channels for transferring it are lacking or if the organizational culture does not encourage sharing.

In Arab public facilities within Israel, this issue receives limited attention in the existing literature. Therefore, the current study views knowledge sharing not merely as information exchange but as an organizational process influenced by institutional culture, managerial support, trust, cooperation among employees, and the organization's ability to transform individual experiences into organizational knowledge that contributes to service quality and institutional excellence.

2.4 Smart Applications and Digital Transformation

Digital transformation has become a fundamental element in the development of public organizations and the improvement of service quality. However, digital transformation extends beyond the mere use of technology as a tool; it involves redesigning organizational processes, procedures, and work methods (Vial, 2019).

The OECD (2020) argues that digital transformation contributes to improving service efficiency, transparency, and access to information. Nevertheless, Westerman *et al.* (2014) contend that successful digital transformation depends not only on technology itself but also on its integration with the organization's managerial and organizational capabilities. Moreover, the success of digital systems depends not only on the availability of technology but also on users' willingness to adopt it. Davis's (1989) Technology Acceptance Model suggests that technology adoption depends primarily on perceived

usefulness and perceived ease of use. However, the availability of technology alone does not guarantee successful digital transformation, as digital skills, trust in electronic services, and organizational readiness may influence organizations' ability to benefit from these systems and improve service delivery.

Within Arab public facilities in Israel, these factors become particularly significant due to variations in digital skills and technology use among citizens, in addition to the need for digital services that accommodate the linguistic and social characteristics of the local community. Consequently, successful digital transformation in this context requires not only the development of digital systems but also the provision of accessible and user-friendly services for all segments of society (Amara, 2006; Weinstock *et al.*, 2015).

2.5 Citizen Engagement

Citizen engagement has become one of the fundamental principles of modern public administration because of its role in improving public services and strengthening the relationship between public institutions and society. In this context, Arnstein (1969) introduced the concept of the *Ladder of Citizen Participation*, which illustrates that citizen participation does not always represent genuine involvement. In some cases, participation may be limited to informing or consulting citizens without granting them any real influence over decision-making processes. Accordingly, the model distinguishes between symbolic participation and meaningful participation, where participation gains value when citizens' views become part of service development and organizational decision-making. Building on this perspective, Bovaird (2007) argued that citizen participation contributes to improving public services by utilizing citizens' knowledge of their own needs and problems, thereby enabling institutions to develop services that better reflect community expectations. Similarly, Alford (2009) emphasized that citizens should no longer be viewed merely as service recipients but rather as active partners in the design and improvement of public services. Moreover, the OECD (2001, 2016) highlights participation, transparency, and accountability as essential elements for improving public institutions and increasing their responsiveness to citizens' needs. However, the literature presents mixed findings regarding the impact of citizen participation on public service improvement. While some studies suggest that participation contributes to better services and more effective decision-making, others argue that participation remains limited when institutions fail to consider citizens' feedback or when participation is restricted to consultation without actual influence on decisions.

In this regard, Osborne and Strokosch (2013) argued that successful citizen engagement depends on continuous interaction between institutions and citizens, as well as on the ability of institutions to utilize citizens' feedback in service improvement. Therefore, the value of participation lies not merely in involving citizens, but in the institution's capacity to translate their participation into tangible improvements in services and procedures.

2.6 Institutional Excellence

Institutional excellence represents one of the central concepts in contemporary management and refers to an organization's ability to achieve sustainable results, continuously improve its performance, and respond to changing societal needs and environmental conditions. Some studies approach institutional excellence from a performance and efficiency perspective, where success is measured through performance outcomes, achievement of objectives, and efficient use of resources (Behn, 2003; Ghorbani Golzari Nezhad *et al.*, 2017)). In contrast, other studies emphasize that excellence extends beyond organizational performance to include the organization's ability to create public value and generate benefits for society (Moore, 1995; Bryson *et al.*, 2014).

In this context, the EFQM Model (2020) emphasizes that institutional excellence depends on the integration of leadership, strategy, people, resources, and results. Likewise, the Baldrige Excellence Framework (2023) highlights the importance of leadership, performance management, innovation, and continuous improvement. Although these models differ in emphasis, they share the assumption that excellence cannot be achieved through a single organizational element, but rather through the interaction of multiple administrative and organizational factors.

Furthermore, de Menezes *et al.* (2022) identified a relationship between quality, sustainability, and institutional excellence, while Santos *et al.* (2023) demonstrated that excellence models contribute to improving organizational performance and promoting sustainability. Nevertheless, these studies also indicate that the effectiveness of excellence models depends on how they are implemented and the extent to which they align with the organizational and social context of the institution.

Accordingly, institutional excellence should not be viewed as a static condition that organizations achieve and maintain indefinitely. Rather, it represents an ongoing process that relies on learning, innovation, service improvement, adaptation to change, and responsiveness to societal needs.

2.7 Arab Public Facilities within Israel

Arab public facilities in Israel operate within a unique social, cultural, and organizational context that may influence service quality and the implementation of innovative administrative approaches. Therefore, these institutions cannot be understood solely through general administrative models; rather, it is necessary to consider the local environment and the characteristics of the communities they serve.

Language and culture constitute important factors shaping the relationship between citizens and public institutions. According to Amara (2006), the Arabic language represents not only a means of communication but also an element of identity and a determinant of citizens' ability to understand official information and procedures. Consequently, providing services in an appropriate and understandable language may significantly affect citizens' access to services and their understanding of rights and administrative requirements.

Similarly, Ozacky-Lazar (2006) emphasized the importance of considering cultural particularities and collective rights when designing public policies and services. This suggests that providing identical services to all citizens may not always ensure equity, as certain groups may require services that reflect their cultural, social, and linguistic realities. Therefore, equity in service provision involves not only equal access but also the adaptation of services to the specific needs of different social groups.

Furthermore, the Arab population in Israel should not be treated as a homogeneous group. Weinstock *et al.* (2015) demonstrated the existence of social, cultural, and value differences across generations, regions, and social groups. Consequently, citizens' needs and expectations regarding public services may vary according to age, place of residence, educational level, social status, and technological experience. Reliance on uniform solutions may therefore overlook this internal diversity.

In addition, several challenges extend beyond cultural and linguistic considerations to include resource limitations and institutional capacities. Saffuri (2025) noted that some Arab local authorities face constraints related to financial resources, human resources, and infrastructure, which may affect their ability to improve services or adopt innovative administrative practices. This indicates that limited development opportunities do not necessarily reflect resistance to change but may result from resource constraints.

From an organizational perspective, Halabi (2014) argued that some challenges faced by Arab local authorities are associated with institutional capacities and local administrative mechanisms. Therefore, the availability of resources alone is insufficient if organizations lack effective management systems, clear procedures, performance monitoring, and appropriate organizational structures.

Similarly, Beeri (2021) emphasized that the success of administrative reforms depends largely on leadership and organizational capabilities. Successful reform requires not only decisions and new tools but also leadership capable of managing change, guiding employees, and translating plans into actual organizational practices.

Accordingly, studying innovative administrative approaches within Arab public facilities in Israel contributes to a deeper understanding of the relationship between organizational, social, and cultural factors on the one hand, and service quality and institutional excellence on the other. Furthermore, it demonstrates how modern administrative approaches may succeed when adapted to the characteristics of the local community, as well as to the available resources and organizational capacities within public institutions.

3. Materials and Methods

This study used a qualitative approach to explore the impact of innovative administrative approaches on service quality and institutional excellence in Arab public facilities within Israel. This approach was chosen because it helps to understand participants' experiences, opinions, and perceptions in a deeper way, especially when the topic is

related to administrative practices, public services, and the work environment inside public institutions.

The study was based on the idea that participants' views are important for understanding how these administrative approaches are applied in practice. Therefore, the qualitative method helped to understand how managers, employees, and citizens see these approaches, and what factors may support or limit their effect on service quality and institutional excellence.

Semi-structured interviews were used as the main tool for collecting data. This type of interview was suitable because it allowed the researcher to ask prepared questions, while also giving participants enough space to explain their views and give examples from their own experiences. The interview questions were based on the study topic and previous literature related to results-based management, knowledge sharing, digital transformation, citizen engagement, leadership, organizational culture, service quality, and institutional excellence.

The interviews focused on participants' experiences with the administrative approaches used inside public facilities, their opinions about the effect of these approaches on service quality, and the organizational, technical, and social factors that may help or limit their success. The interviews also addressed the main challenges facing the application of these approaches in Arab public facilities within Israel. After the interviews were completed, the responses were transcribed and read several times. The data were then analyzed using thematic analysis. Similar ideas and repeated points in the interviews were grouped together in order to identify the main themes. These themes included results-based management, knowledge sharing, digital transformation, citizen engagement, leadership and organizational culture, challenges, service quality, and institutional excellence. This analysis helped to understand how the participants viewed the effect of innovative administrative approaches on service quality and institutional excellence.

The study population included managers, employees, and citizens associated with Arab public facilities within Israel. These groups were selected because they are directly connected to the topic of the study. Managers are involved in planning and decision-making, employees deal with the daily application of administrative approaches, and citizens represent the people who receive and evaluate public services.

The study sample consisted of thirty participants from Arab public facilities within Israel.

A purposive sampling method was used to select participants who had relevant knowledge or experience related to the research topic. The selection considered participants' roles, experiences, and ability to provide useful information for the study.

Ethical considerations were followed throughout the research process. Participants gave their consent before the interviews, and they were informed that their participation was voluntary. The confidentiality of the information was maintained, and the names of participants and institutions were not mentioned. The collected data were used only for research purposes.

4. Results

The analysis of the semi-structured interviews generated several major themes that explain the impact of innovative administrative approaches on service quality and institutional excellence in Arab public facilities within Israel. The findings did not indicate that these approaches automatically lead to service improvement. Rather, their effectiveness depends on the manner in which they are implemented, the institution's readiness to adopt them in practice, and its ability to deal with organizational constraints, limited resources, and the local social context.

Theme 1: Results-Based Management

The findings revealed that results-based management represents one of the dimensions that contributed to improving monitoring and decision-making processes within Arab public facilities in Israel. Participants indicated that the use of performance indicators, periodic reports, and performance monitoring enabled managers to identify strengths and weaknesses, monitor organizational performance, and make decisions based on information and data rather than relying solely on personal judgments or individual experiences.

The interviews also showed that the use of performance indicators contributed to greater clarity of objectives and improved work monitoring, allowing some institutions to identify problems more rapidly and improve administrative procedures more effectively. This contributed to faster service delivery, reduced errors, and improved coordination among different departments.

These findings are consistent with New Public Management theory, which emphasizes that public organizations can improve efficiency through a focus on results, performance measurement, and accountability (Hood, 1991; Behn, 2003). According to this perspective, the use of data and performance indicators enables organizations to make more objective decisions, improve resource allocation, and enhance operational efficiency. However, the findings also revealed a critical perspective regarding excessive reliance on quantitative indicators. Some participants indicated that focusing primarily on numerical targets and achievement rates may overlook qualitative dimensions related to citizens' experiences and the quality of relationships with service users. This finding suggests that achieving performance targets does not necessarily imply achieving citizen satisfaction or meeting citizens' actual needs. This finding is consistent with criticisms of New Public Management, which argue that excessive emphasis on efficiency and measurable indicators may reduce service quality to quantifiable dimensions while neglecting the social and human aspects of public services (Moore, 1995; Denhardt & Denhardt, 2015). From this perspective, Public Value Theory emphasizes that the success of public institutions should not be assessed solely through numerical outcomes, but also through their ability to create value that citizens perceive and that reflects their needs and expectations.

Theme 2: Knowledge Sharing and Experience Exchange

The findings indicated that knowledge sharing and experience exchange among employees constitute important factors contributing to improved performance within Arab public facilities in Israel. Participants reported that regular meetings, interdepartmental cooperation, and the use of previous experiences help solve problems, reduce errors, and improve coordination among employees. Several participants also emphasized that accumulated employee experience represents an important source of learning and organizational development. When these experiences are effectively shared, organizations become more capable of learning, development, and benefiting from previous experiences. This finding supports Knowledge Management Theory, which emphasizes that knowledge represents a strategic resource that can improve organizational performance when it is created, shared, and applied within the organization (Nonaka & Takeuchi, 1995; Davenport & Prusak, 1998). However, the findings showed that knowledge sharing does not occur automatically in all institutions. Some participants reported difficulties related to knowledge documentation, weak communication between departments, and the loss of expertise when employees transfer or retire.

The interviews also revealed variations in knowledge-sharing practices among employees. Some participants indicated that they rely on multiple sources when facing unfamiliar situations or complex cases, such as consulting colleagues, seeking guidance from supervisors, or searching for information and instructions online in order to solve problems and facilitate service delivery.

These findings are consistent with Knowledge Management Theory, which distinguishes between explicit and tacit knowledge (Nonaka & Takeuchi, 1995). Tacit knowledge, which is associated with personal experiences and practical skills, may remain confined to individuals if appropriate mechanisms for transferring it to other employees are absent.

The findings also agree with Cabrera and Cabrera (2005), who argued that low levels of trust or viewing knowledge as a source of personal power may limit knowledge sharing within organizations. Similarly, Wang and Noe (2010) emphasized that knowledge sharing depends more on organizational culture and the work environment than on the mere availability of information. Consequently, the absence of incentives may restrict knowledge sharing among employees, negatively affecting service quality.

The findings further indicated that knowledge sharing contributed to improving work accuracy, reducing errors, and developing better approaches to recurring problems, which positively affected the quality of services provided to citizens. Accordingly, knowledge sharing enhanced organizations' capacity for continuous improvement, organizational learning, and institutional excellence.

Theme 3: Smart Applications and Digital Transformation

The findings demonstrated that smart applications and digital transformation constituted one of the innovative administrative approaches that had a noticeable

influence on service quality within Arab public facilities in Israel. However, this influence was neither homogeneous nor automatic across all participants.

Employees reported that digital systems helped accelerate procedures, reduce paperwork, improve access to information, and facilitate transaction follow-up. In addition, several citizens indicated that electronic applications and digital communication tools made services more accessible and reduced the need for physical visits to public institutions.

Conversely, the interviews revealed substantial variation in the acceptance of digital services among both employees and citizens. Some citizens preferred completing their transactions in person, believing that direct communication with employees provided greater trust and reassurance, particularly in matters involving financial transactions or the submission of personal information. Others reported that they do not use electronic applications or online services because of limited digital skills or insufficient experience in using such technologies. These findings are consistent with previous studies suggesting that technology acceptance is influenced not only by technical factors but also by social, organizational, and cultural factors (Scherer *et al.*, 2019; Venkatesh *et al.*, 2003).

The results indicate that digital transformation is not merely the provision of applications or electronic services. Rather, it depends largely on users' willingness to accept and use these technologies. This finding aligns with the Technology Acceptance Model (Davis, 1989), which links technology acceptance to perceived usefulness and perceived ease of use. Innovation Resistance Theory also provides a deeper explanation for these findings. According to this theory, resistance to change or hesitation in adopting innovations does not necessarily imply opposition to technological advancement. Instead, it may reflect functional or psychological barriers associated with fear of making mistakes, lack of trust, perceived complexity, or attachment to traditional methods (Ram & Sheth, 1989). In this context, some citizens' preference for face-to-face services or their concerns regarding electronic transactions may be interpreted as a form of innovation resistance related to perceived risks rather than to the technology itself. These findings support previous literature suggesting that successful digital transformation in public institutions depends not only on technology itself but also on supportive organizational environments, adequate training, and leadership capable of managing change (Westerman *et al.*, 2014; Vial, 2019). Similarly, the OECD (2020) argues that digital transformation achieves its full potential when technology is translated into clear, accessible, and user-friendly services that meet citizens' needs. These findings are particularly important in Arab public facilities within Israel, where linguistic, cultural, and social characteristics may influence the acceptance of digital services. Some participants reported difficulties related to the language used in certain applications, inadequate Arabic translations, concerns about trust, and feelings of insecurity regarding electronic transactions.

Theme 4: Citizen Engagement

The findings revealed that citizen engagement represents one of the administrative practices that may directly influence service quality within Arab public facilities in Israel. Participants indicated that complaints, suggestions, surveys, feedback mechanisms, and various communication channels help institutions identify citizens' needs and determine the problems they encounter when accessing public services.

These findings are consistent with Public Value Theory, which emphasizes that the success of public institutions is not determined solely by efficiency or speed of service delivery, but also by their ability to create value that citizens perceive and by their responsiveness to citizens' needs and expectations (Moore, 1995). From this perspective, citizens are viewed as partners who can contribute to evaluating and improving public services. The findings further suggest that citizen participation may remain symbolic if it is limited to collecting opinions without leading to actual improvements in services. This result is consistent with Arnstein's (1969) distinction between symbolic participation and genuine participation. The findings also showed that limited engagement with feedback mechanisms may be associated with low levels of trust in their effectiveness or the belief that they do not result in meaningful changes. Therefore, the value of citizen engagement does not lie solely in providing channels for participation, but rather in the institution's ability to respond to citizens' feedback and translate it into tangible improvements. Accordingly, effective participation contributes to enhancing trust, transparency, and the relationship between public institutions and the communities they serve.

Theme 5: Organizational Factors and Challenges Affecting the Implementation of Innovative Administrative Approaches

The findings indicate that the success of innovative administrative approaches does not depend solely on the existence of modern systems or digital applications. Rather, it is influenced by a range of organizational and human factors related to leadership, organizational culture, available resources, and the readiness of employees and citizens. The interviews revealed considerable variation in leadership styles across institutions. Some participants described leaders who encourage initiatives and provide employees with opportunities to participate, whereas others indicated that employees' opinions are not always translated into actual decisions or developmental actions.

This finding suggests that the influence of leadership extends beyond merely listening to employees or allowing symbolic participation; rather, it depends on leaders' ability to transform ideas and suggestions into practical actions. This interpretation is consistent with Moore (1995) and Arnstein (1969), who argue that participation acquires value only when it produces genuine responses and tangible changes. The findings also revealed differences in the degree of autonomy granted to employees. While some institutions demonstrated greater flexibility in decision-making, others experienced complex administrative procedures and limited organizational flexibility. This finding is consistent with Hood (1991) and Moynihan (2008), who argued that complex administrative systems may hinder responsiveness to change and slow organizational

development. Furthermore, the findings showed that limited resources, work pressure, resistance to change, and low digital readiness represent major challenges to the implementation of innovative administrative approaches. Some employees expressed concerns regarding new systems, while some citizens preferred face-to-face transactions because of limited digital skills or low trust in electronic services. These findings are consistent with Ram and Sheth (1989) and Hossain (2023), who demonstrated that innovation resistance is associated with previous habits, perceived risks, and limited trust in new technologies. The findings also indicated that institutions characterized by organizational cultures based on trust, cooperation, and learning are better able to facilitate knowledge sharing and adapt to change. This result is consistent with Nonaka and Takeuchi (1995), Alavi and Leidner (2001), and Wang and Noe (2010). Likewise, Venkatesh *et al.* (2003) and Wang *et al.* (2021) emphasized that successful digital transformation depends on the interaction of technical, organizational, and human factors rather than technology alone. Accordingly, leadership, organizational culture, and organizational challenges collectively constitute the environment that determines the success of innovative administrative approaches. Even when technology, performance indicators, or knowledge-sharing mechanisms are available, the absence of supportive leadership, organizational flexibility, and institutional trust may limit the ability of these approaches to improve service quality and achieve institutional excellence.

Based on the previous themes, it becomes evident that service quality and institutional excellence do not represent independent outcomes; rather, they reflect the interaction between innovative administrative approaches and the organizational environment in which they are implemented.

Theme 6: Service Quality and Institutional Excellence

The findings indicate that improving service quality and achieving institutional excellence are closely associated with the implementation of innovative administrative approaches within Arab public facilities in Israel. These approaches contributed, to varying degrees, to accelerating service delivery, reducing errors, improving coordination among employees, and facilitating access to services. However, the findings demonstrated that these improvements did not result from a single administrative approach, but rather from the integration of results-based management, knowledge sharing, digital transformation, and citizen engagement.

This finding is consistent with Santos *et al.* (2023) and de Menezes *et al.* (2022), who emphasized that service quality and institutional excellence depend on the integration of administrative, organizational, and technological dimensions. The findings also revealed that service quality is not measured solely by the speed of service delivery or the number of completed transactions, but also by the clarity of procedures, accessibility, trust in the institution, and responsiveness to citizens' needs, which is consistent with Parasuraman *et al.* (1988). The findings further demonstrate that institutional excellence is not a fixed condition or a final objective, but rather a continuous process of learning, improvement, and adaptation. Institutions that are more capable of achieving excellence are those that

combine performance monitoring, knowledge sharing, technology utilization, citizen engagement, supportive leadership, and organizational cultures that encourage learning and development. This finding is consistent with the EFQM and Baldrige excellence models, which conceptualize excellence as the result of integrating leadership, knowledge management, customer focus, and continuous improvement. Conversely, the findings suggest that technology and performance indicators alone are insufficient to achieve excellence unless they are supported by an organizational environment that promotes learning, participation, and adaptation to change. These findings are particularly important within Arab public facilities in Israel, where linguistic and cultural factors, levels of trust, and available resources influence both service quality and the potential for achieving institutional excellence. Accordingly, the findings indicate that service quality and institutional excellence cannot be achieved through isolated tools or individual procedures. Rather, they result from the integration of innovative administrative approaches with the organizational and social context in which institutions operate, thereby enhancing their capacity for continuous improvement and responsiveness to citizens' needs.

5. Discussion

The findings indicate that the impact of innovative administrative approaches on service quality and institutional excellence in Arab public facilities within Israel is not direct, but is shaped by organizational, technological, and social factors. The effectiveness of these approaches depends on institutional readiness, the nature of the organizational environment, and the responsiveness of employees and citizens.

Regarding results-based management, the findings showed that performance indicators and periodic reports helped institutions monitor performance and make data-based decisions. This is consistent with New Public Management theory and with Behn (2003) and Moynihan (2008). However, excessive reliance on quantitative indicators may neglect citizens' experiences and satisfaction, which aligns with Moore's (1995) concept of public value.

Knowledge sharing was found to improve work practices and reduce errors. This finding is consistent with knowledge management theory (Nonaka & Takeuchi, 1995; Wang & Noe, 2010). However, knowledge may remain tied to certain individuals if the organizational environment does not encourage sharing, as emphasized by Lee and Choi (2003) and Cabrera and Cabrera (2005).

With regard to digital transformation, the findings showed that technology improved access to services and accelerated procedures. However, its success depended not only on technology itself, but also on citizens' and employees' acceptance of it. This can be explained through the Technology Acceptance Model (Davis, 1989) and Innovation Resistance Theory (Ram & Sheth, 1989), which highlight the role of trust, previous habits, and perceived risks in using new technologies.

Citizen engagement also contributed to improving services and identifying beneficiaries' needs through feedback, complaints, and suggestions. However, participation does not achieve its impact merely by providing channels for expression; it depends on citizens' belief that their views lead to actual changes, which is consistent with Moore (1995) and Arnstein (1969).

The findings also showed that leadership and organizational culture directly influence the success of innovative administrative approaches. Supportive leadership and a culture based on trust and cooperation promote development and change, whereas centralization and weak communication may limit initiatives and innovation. In addition, limited resources, work pressure, resistance to change, and weak digital readiness represent major challenges to implementing these approaches.

Regarding service quality and institutional excellence, the findings showed that service improvement is not linked to a single factor, but to the integration of performance, knowledge, technology, leadership, and citizen engagement. Institutional excellence was also found to be a continuous process of learning and improvement, which is consistent with the EFQM and Baldrige models, as well as with de Menezes *et al.* (2022) and Santos *et al.* (2023).

This study adds that understanding the impact of innovative administrative approaches in Arab public facilities within Israel requires consideration of the social, cultural, and linguistic specificity of the Arab community. Trust, language, digital experience, and patterns of social interaction influence the success or limited impact of these approaches. Accordingly, the study confirms that service quality and institutional excellence cannot be achieved by applying any single administrative approach in isolation, nor by applying integrated administrative approaches without supportive leadership, an organizational culture that encourages learning and participation, and an institutional environment capable of transforming these approaches into actual and sustainable practices.

6. Conclusion

The study concluded that innovative administrative approaches contribute positively to improving service quality and enhancing institutional excellence in Arab public facilities within Israel. However, this impact does not occur automatically; rather, it depends on how these approaches are implemented and how well they fit the organizational and social context in which these facilities operate. The findings showed that results-based management, knowledge sharing, smart applications and digital transformation, and citizen engagement are interconnected approaches that jointly contribute to improving the performance of public facilities and the services provided to citizens. The study also showed that the success of these approaches depends on supportive leadership, a positive organizational culture, appropriate digital readiness, the availability of necessary resources, and support for change and development processes. The findings indicate that institutional excellence in Arab public facilities within Israel is not achieved

through the application of a single administrative approach in isolation, but through the integration of different approaches within an organizational environment that supports learning, continuous improvement, and innovation. The study also emphasizes that the specificity of these facilities, in terms of language, culture, trust levels, and available resources, should be taken into account when developing services and applying modern administrative approaches.

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Conflict of Interest Statement

The author declares no conflicts of interest.

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