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Driving Employee Performance Through Innovation and Adaptability: The Role of Organizational Core Values

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Abstract

This study examines the impact of organizational culture, particularly innovation and adaptability, on employee productivity in primary healthcare facilities (PHCs) in Northern Nigeria. Using quantitative research design, data were collected from 400 healthcare workers across 30 primary healthcare facilities and analyzed using regression techniques. The Ordinary Least Square (OLS) regression results reveal that innovation ($\beta = 0.4892$, $p < 0.001$) and adaptability ($\beta = 0.2948$, $p < 0.001$) both significantly enhance employee productivity, explaining 81.2% of the variance ($R^2 = 0.812$). The findings align with Dynamic Capabilities Theory, emphasizing that organizations fostering creativity and flexibility achieve superior workforce efficiency. Empirical evidence supports prior studies demonstrating that innovative-driven workplaces encourage knowledge-sharing and engagement, while adaptability ensures effective response to technological and policy changes. The study highlights the need for structured HRM policies, leadership strategies, and continuous professional development programs to cultivate an environment conducive to innovation and adaptability. Healthcare policymakers should prioritize incentivizing creative problem-solving, implementing structured change management programs, and enhancing digital transformation efforts to optimize employee efficiency. By fostering a culture that values innovation and embraces change, healthcare organizations can improve service delivery, workforce resilience, and overall performance. Future research should explore sector-specific variations in these relationships for broader generalizability.

Keyword: *Adaptability, Employee Performance, Innovation, Nigeria, Organization Core Value.*

Introduction

The rapidly evolving business landscape, characterized by digital transformation, technological advancements, and market uncertainties, necessitates that organizations prioritize core values such as innovation and adaptability to enhance employee productivity. Organizations that integrate these values into their corporate culture create an environment conducive to continuous learning, proactive problem-solving, and efficiency in task execution [1, 2].

Innovation, as a fundamental organizational value, fosters creativity, knowledge-sharing, and the development of new solutions that enhance workplace efficiency. Research indicates that a culture of workplace innovation positively influences job performance and employee engagement by enabling workers to contribute novel ideas and improve existing processes [3]. Moreover, high-involvement human resource management practices and technology adaptation have been found to promote technology-driven innovation, further amplifying organizational performance [4].

Adaptability, on the other hand, plays a crucial role in employees' ability to adjust to technological advancements, organizational changes, and evolving job roles. Adaptability skills are particularly vital in the context of

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Industry 4.0, where employees are required to manage digital tools, automation, and data-driven decision-making [5]. Employees who exhibit adaptability demonstrate higher resilience, job satisfaction, and knowledge productivity, ultimately contributing to improved organizational outcomes [6].

Additionally, studies highlight the interconnectedness of innovation and adaptability in shaping business performance. For instance, adaptability enhances employees' ability to implement innovative solutions, leading to increased efficiency and sustained competitive advantage [7]. Furthermore, leadership styles, such as transformational and adaptive leadership, significantly influence organizational innovation and employee creativity, ultimately improving performance metrics [8, 9]. However, while there is substantial literature on the role of innovation and adaptability in organizational success, there remains a significant gap in understanding how a culture that simultaneously promotes both values influences individual employee productivity.

Previous research has largely explored innovation and adaptability as separate constructs rather than examining their combined influence on employee performance. Studies have shown that innovation fosters an organizational climate conducive to creative problem-solving, knowledge-sharing, and efficiency in task execution [3]. Similarly, adaptability has been recognized as a key factor in enabling employees to cope with organizational change, digital transformation, and evolving job roles [5]. While both innovation and adaptability contribute to workplace efficiency, existing studies primarily focus on their implications for business performance at the macro level, such as firm competitiveness and profitability [4, 7]. The extent to which an innovative-driven and adaptable work culture directly enhances individual productivity remains underexplored, limiting the practical application of these findings in human resource management.

Another critical gap in the literature relates to the workplace dynamics in contemporary, technology-driven environments. The increasing reliance on digital tools, automation, and data-driven decision-making in Industry 4.0 has significantly altered job structures, requiring employees to continuously learn, adapt, and innovate to remain productive [6, 10]. Despite this shift, empirical research examining the interplay between organizational culture, innovation, adaptability, and employee productivity in modern work settings is limited. While some studies have explored adaptability in digital workplaces [11] and the role of leadership in fostering innovation [8], there is insufficient focus on how an environment that actively promotes creativity, embraces change, and values learning directly enhances individual task performance.

Furthermore, the role of organizational culture in shaping employee behavior and performance remains an area of ongoing academic inquiry. Corporate culture has been shown to significantly influence employee attitudes, motivation, and job engagement [1]. However, the mechanisms through which an innovation-driven and adaptable culture translates into higher employee efficiency and task performance require further empirical investigation. Leadership styles, HR practices, and workplace policies that support continuous learning and proactive problem-solving are critical elements that warrant deeper exploration in relation to employee productivity [9, 12].

This study aims to address these gaps by assessing the impact of a culture that promotes innovation and adaptability on employee productivity, with a particular focus on how an environment that encourages creativity, embraces change, and values learning positively influences task performance. By investigating these relationships, the study will contribute to the broader discourse on human

resource management, organizational behavior, and employee efficiency, providing actionable insights for organizations seeking to optimize workplace culture in an era of rapid transformation. Through empirical analysis, the study will not only offer a deeper understanding of the role of innovation and adaptability in enhancing productivity but also provide practical recommendations for managers and HR professionals on fostering a high-performance work environment that is responsive, innovative, and future-ready.

Literature Review

Theoretical Framework

This study is grounded in two primary theoretical frameworks: Schein's Organizational Culture Theory [13] and Dynamic Capabilities Theory [14]. These theories provide the foundation for understanding how a culture that fosters innovation and adaptability influences employee productivity. By integrating insights from these frameworks, this study aims to explore the mechanisms through which workplace culture enhances task performance, learning agility, and overall employee efficiency.

Schein's Organizational Culture Theory posits that an organization's culture consists of shared assumptions, values, and artifacts that influence employee behavior and performance. According to Schein, organizational culture operates on three interrelated levels: artifacts, which are the visible structures and processes within an organization; espoused values, which represent the declared principles and strategies of a company; and basic assumptions, which are deeply ingrained beliefs that unconsciously shape employee behavior. Organizations that embed innovation and adaptability within their core values create an environment that encourages creativity, problem-solving, and continuous learning. Employees in such cultures are more likely to develop an openness to change, proactive thinking, and resilience, all of which contribute to enhanced productivity.

A strong organizational culture that prioritizes innovation fosters an environment where employees feel empowered to experiment with new ideas, challenge conventional ways of working, and seek efficiency improvements. Similarly, adaptability within the workplace ensures that employees can respond effectively to changing job demands, technological advancements, and market dynamics. Research supports the idea that an organizational culture emphasizing adaptability leads to higher employee engagement, motivation, and willingness to embrace change, ultimately improving job performance and productivity [1]. Furthermore, fostering a culture of innovation encourages employees to actively contribute to knowledge-sharing, collaboration, and process improvements, which are critical drivers of efficiency and effectiveness [3].

The application of Schein's theory in this study will focus on examining how cultural elements such as leadership, policies, and workplace norms influence employee perceptions and behaviors towards innovation and adaptability. By investigating how employees internalize organizational values related to innovation and adaptability, the study will assess whether these cultural attributes translate into tangible productivity outcomes. This framework provides a basis for evaluating whether employees who operate within a culture that supports creativity and flexibility exhibit higher levels of efficiency, problem-solving capacity, and task performance. Understanding these dynamics will enable organizations to refine their cultural strategies to optimize employee output and overall business success.

On the other hand, Dynamic Capabilities Theory offers a complementary perspective by explaining how organizations develop and deploy internal competencies to maintain competitiveness in an evolving environment.

This theory emphasizes that organizations must continuously sense opportunities, seize resources, and transform their operational processes to sustain long-term performance. The ability to sense opportunities involves recognizing shifts in the external environment, identifying emerging challenges, and anticipating future business needs. Seizing capabilities refer to the organizational capacity to mobilize resources, implement strategic initiatives, and develop innovative solutions. Transforming capabilities relate to the ability to continuously adapt, restructure, and refine internal processes to maintain efficiency and effectiveness in a rapidly changing business landscape.

In the context of this study, Dynamic Capabilities Theory provides insight into how organizations that cultivate innovation and adaptability enhance employee productivity. Organizations that actively promote adaptability encourage employees to develop problem-solving skills, embrace continuous learning, and navigate uncertainties with confidence. An innovation-driven culture enables employees to contribute novel ideas, adopt new technologies, and streamline operational processes to improve performance. Empirical research suggests that companies with strong dynamic capabilities experience improved workforce agility, knowledge-sharing, and innovation performance, all of which contribute to sustained productivity gains [4].

The application of this theory in this study will focus on examining how organizations create an environment that enables employees to develop and apply dynamic capabilities in their roles. By assessing the extent to which employees engage in creative problem-solving, adapt to change, and leverage new knowledge to enhance their performance, the study will provide empirical evidence on the effectiveness of an innovation-driven and adaptable culture in improving task efficiency. Furthermore, this framework will guide the evaluation of whether organizations that integrate adaptability and innovation into their culture experience higher levels of employee engagement, resilience, and work quality.

Empirical Literature

The relationship between organizational culture and employee productivity has been extensively explored in management and organizational behavior literature. Specifically, innovation and adaptability have emerged as crucial determinants of employee efficiency and workplace performance in rapidly evolving environments. While existing studies provide insights into the individual effects of these cultural attributes, there is a limited understanding of how a culture that promotes both innovation and adaptability simultaneously impacts employee productivity. This section synthesizes the relevant literature by examining how innovation and adaptability contribute to employee performance, the role of leadership and organizational policies, and the implications of fostering a dynamic work culture.

Organizational culture plays a fundamental role in shaping employee attitudes, behaviors, and performance. Schein's [13] Organizational Culture Theory underscores that corporate culture, consisting of shared values, assumptions, and beliefs, significantly influences employee motivation and efficiency. A culture that encourages innovation provides employees with the autonomy, resources, and psychological safety necessary to explore new ideas, challenge conventional thinking, and improve work processes [3]. Innovation-driven organizations foster an environment where employees can experiment with new problem-solving techniques, ultimately enhancing efficiency and output.

Research has shown that workplace innovation significantly contributes to job satisfaction, engagement, and employee effectiveness. Organizations that prioritize innovation often provide platforms for idea-

sharing, collaboration, and continuous learning, leading to improved knowledge-worker productivity [6]. Employees in such environments exhibit higher levels of creativity and proactive problem-solving skills, which directly translate into improved task performance. Additionally, innovation culture is linked to increased employee involvement in decision-making processes, which enhances their sense of ownership and commitment to organizational goals [15, 4].

However, the implementation of innovation in the workplace requires more than just an open and creative environment. Research indicates that employees are often resistant to change, particularly when new ideas disrupt existing routines and workflows [7]. As a result, adaptability becomes a necessary complementary factor that enables employees to navigate uncertainties, integrate innovations into their work processes, and sustain high performance.

Adaptability has become increasingly relevant in the context of Industry 4.0, where automation, digitalization, and artificial intelligence are reshaping traditional job functions [8]. Employees who demonstrate adaptability are more likely to engage in continuous learning, embrace new challenges, and maintain high productivity levels despite workplace disruptions. Adaptability is closely associated with increased job satisfaction and reduced workplace stress. Research has shown that when employees perceive their organization as adaptable, they experience a higher degree of psychological safety, which enables them to take initiative, experiment with different approaches, and develop resilience in the face of change [10]. Furthermore, organizations that cultivate adaptability as a core value tend to experience lower employee turnover and higher engagement levels, as workers feel more confident in their ability to thrive in a changing work environment [9].

In addition to individual adaptability, organizational policies that promote flexible work arrangements, skills training, and change management programs play a critical role in enhancing workforce adaptability [8]. Organizations that invest in adaptability-enhancing strategies are better positioned to maintain employee productivity in the face of uncertainty, particularly during crises such as economic downturns or technological disruptions [11].

Despite these benefits, existing literature often treats adaptability as an isolated factor rather than as part of a broader cultural framework. There is limited empirical research examining how an innovation-driven and adaptable workplace culture, when integrated holistically, contributes to higher employee efficiency and performance.

Leadership plays a central role in cultivating a culture that supports both innovation and adaptability. Transformational leadership, which emphasizes vision, inspiration, and empowerment, has been shown to significantly influence organizational innovation and employee creativity [9]. Leaders who encourage employees to take calculated risks, explore new ideas, and engage in problem-solving create an environment that fosters continuous improvement and efficiency. Similarly, adaptive leadership, which focuses on guiding employees through change and uncertainty, enhances workforce resilience and productivity [8]. Research indicates that adaptive leadership is particularly effective in ensuring that employees develop the necessary skills and mindset to manage transitions, adopt emerging technologies, and maintain high levels of performance in unpredictable environments [16].

Beyond leadership, organizational policies also shape how employees engage with innovation and adaptability. High-involvement human resource management (HRM) practices that emphasize continuous learning, skills development, and employee participation in decision-making significantly enhance innovation and adaptability in the workplace

[4]. When organizations provide employees with access to training programs, mentorship, and cross-functional collaboration opportunities, they create a workforce that is both innovative and adaptable, ultimately leading to increased productivity [7]. However, there remains a gap in understanding the extent to which organizations integrate innovation and adaptability into their policies simultaneously. While some studies have explored innovation-enhancing HRM practices [3] and others have focused on adaptability training and change management [5], few studies have analyzed how these policies work together to shape employee performance outcomes.

While existing research provides valuable insights into the individual effects of innovation and adaptability on workplace performance, there remains a critical gap in understanding their combined influence on employee productivity. Most studies focus on either innovation or adaptability in isolation, overlooking the interdependent relationship between these cultural attributes in fostering a high-performance workforce. Furthermore, while research highlights the role of leadership and HRM policies in shaping organizational culture, there is limited empirical evidence on how organizations can systematically integrate innovation and adaptability to optimize employee efficiency and engagement. Another notable gap is the lack of research examining these relationships in modern, technology-driven workplaces, where rapid digital transformation demands a workforce that is both creative and adaptable. Although studies on Industry 4.0 highlight the need for adaptable employees [5] and innovation-driven workplaces [6].

Methodology

The study adopts a quantitative research design to assess the impact of a culture that promotes innovation and adaptability on employee productivity. Given the objective of establishing relationships between these organizational values and workforce efficiency, a survey approach is employed to gather empirical data from 400 primary healthcare (PHC) workers across 30 health facilities in 12 states in Nigeria. The study utilizes regression analysis to examine the strength and nature of these relationships, allowing for a comprehensive evaluation of how innovation and adaptability contribute to employee task performance in the healthcare sector.

Research Design and Population

A cross-sectional survey design is adopted to collect data from PHC workers at a specific point in time. This design is appropriate for studies examining relationships between organizational culture and employee productivity, as it allows for statistical analysis of the associations among key variables [17]. The study focuses on PHC workers, including doctors, nurses, administrative staff, and allied health professionals, as these employees operate in a highly dynamic environment where adaptability and innovation are critical for efficiency and service delivery (World Health Organization [WHO] [18]).

The target population consists of employees from 30 primary healthcare facilities (urban and rural), ensuring a diverse representation of work settings and professional roles within the healthcare system. A total of 400 respondents are surveyed using a structured questionnaire, designed to capture perceptions of organizational culture, innovation, adaptability, and productivity. The large sample size enhances the generalizability of findings, reducing the risk of bias and increasing statistical power in the analysis [17].

Sampling Technique

The study employs a multi-stage sampling technique, combining stratified random sampling and purposive sampling. First, the health facilities are stratified based on location and service type, ensuring a balanced representation of urban and rural PHCs. Within

each location and facility, employees are purposively selected in 30 healthcare facilities to participate in the survey, ensuring equal participation opportunities across different professional categories. This sampling approach enhances the external validity of the study by ensuring that findings are reflective of broader healthcare workforce trends [12, 17].

Data Collection Instrument

A structured questionnaire is developed as the primary data collection instrument. The questionnaire is divided into four main sections:

Demographic Information: Captures respondents' age, gender, years of experience, and professional role.

Innovation Culture Scale: Measures the extent to which employees perceive their organization as fostering innovation, using validated items adapted from previous studies [3].

Adaptability Scale: Assesses employees' perceived ability to adjust to workplace changes and challenges, based on instruments used in adaptability research [5].

Employee Productivity Scale: Evaluates self-reported measures of efficiency, task performance, and job engagement, adopting standardized scales from productivity research [4].

All questionnaire items are measured using a five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree) to ensure uniformity and facilitate quantitative analysis. The survey instrument is pre-tested through a pilot study involving 50 PHC workers to assess reliability and validity. Based on feedback from the pilot study, minor adjustments are made to ensure clarity and relevance of the items.

Data Analysis Techniques

The study employs both correlation and regression analysis to examine the relationships between innovation, adaptability, and employee productivity.

Correlation Analysis: Pearson's correlation coefficient is used to determine the strength and direction of the relationships among the study variables. This analysis helps to identify whether a positive, negative, or no correlation exists between organizational culture dimensions (innovation and adaptability) and employee productivity [19].

Regression Analysis: Multiple regression analysis is conducted to assess the predictive power of innovation and adaptability on employee productivity. The regression model takes the following form:

$$EMP = \beta_0 + \beta_1 ADAP_t + \beta_2 INNO_t + \epsilon_t$$

Where, EMP = represents employee productivity (dependent variable), ADAP represents adaptability, INNO represents innovation culture, β_0 represent the intercept, ϵ_t represent the error term.

Regression analysis determines the extent to which innovation and adaptability predict productivity while controlling for demographic factors such as years of experience and professional role. This approach allows for a more precise understanding of the causal linkages between the variables [20].

Ethical Considerations

The study adheres to ethical research guidelines to ensure voluntary participation, confidentiality, and informed consent. Respondents are provided with detailed information about the study's objectives, and participation is strictly voluntary. Anonymity is guaranteed by ensuring that no personal identifiers are included in the data collection process. Ethical approval is sought from the relevant institutional review board (IRB) to ensure compliance with ethical research standards in healthcare settings.

Result and Discussion

This section provides and discusses the result starting with the demographic information. The data in Table 1 revealed that out of the 372 healthcare workers sampled, 173 respondents

(46.5%) were male, while 199 respondents (53.5%) were female. The results align with existing literature indicating that the healthcare sector is predominantly female, particularly in frontline roles such as nursing and midwifery (World Health Organization [WHO], [18, 21]. This trend has been attributed to the historical and societal perception of caregiving roles being associated with women, as well as the higher enrollment of females in health-related academic programs [22].

Table 1. Demographic Information

Gender		**Male**	**Female**	**Others**		
	Frequency	173	199	0		
	Percentage	46.5%	53.5%	0		
Age		**20 years & below**	**21-30 years**	**31-40 years**	**41-50 years**	**51 years & above**
	Frequency	12	54	75	152	79
	Percentage	3.2%	14.5%	20.2%	40.8%	21.2%
Education		**OND/NCE**	**BSc**	**MSc/MBA**	**PhD**	
	Frequency	108	132	102	30	
	Percentage	29.1%	35.5%	27.4%	8.1%	
Job Role		**Doctor**	**Nurse**	**Pharmacist**	**Laboratory Scientist**	**Others**
	Frequency	112	242	46	64	78
	Percentage	20.7%	44.6%	8.5%	11.8%	14.4%
Type of Facility		**Urban PHC**	**Rural PHC**			
	Frequency	254	288			
	Percentage	46.9%	53.1%			

The age distribution of respondents shows that 66 participants (17.3%) were age below 30years, 75 respondents (20.2%) were aged 31-40 years, 152 respondents (40.8%) fell within the 41-50 years category, while 79 respondents (21.2%) were 51 years and above. The findings indicate that most of the healthcare workforce is in the 41-50 age group, which is consistent with studies suggesting that the active healthcare workforce is composed mainly of mid-career professionals [23]. The relatively lower number of older respondents (56 years and above) may be linked to the physically demanding nature of healthcare work, leading to earlier retirements or transitions to administrative roles [24].

The results indicate that 108 respondents (29.1%) had an OND qualification, 132 respondents (53.5%) held a Bachelor's degree, 102 respondents (27.4%) had a Master's degree or MBA, while 30 respondents (8.1%) possessed a Ph.D. qualification. The dominance of Bachelor's degree holders suggests that most healthcare workers meet the standard academic requirements for professional roles in primary healthcare settings. Similar trends have been documented in previous studies, where the majority of healthcare professionals possess at least a university-level qualification to meet licensing and professional accreditation standards. The relatively low proportion of Ph.D. holders aligns with the fact that research and specialized roles requiring doctoral qualifications are more common in tertiary healthcare institutions rather than primary healthcare settings [25].

The distribution of job roles among the respondents reveals that 112 respondents

(20.7%) were doctors, 242 respondents (44.6%) were nurses, 46 respondents (8.5%) were pharmacists, 64 respondents (11.8%) were laboratory scientists, and 78 respondents (14.4%) held other roles. The high representation of nurses aligns with global healthcare workforce trends, where nursing constitutes the largest professional category within primary healthcare [18, 15]. This finding underscores the pivotal role nurses play in patient care, preventive health services, and health education at the primary healthcare level. The relatively lower number of pharmacists and laboratory scientists may reflect workforce shortages in these specialties, which have been widely reported in resource-limited healthcare settings [26].

The study also classified respondents based on their healthcare facility type, revealing that 254 respondents (46.9%) worked in urban PHCs, while 288 respondents (53.1%) were based in rural PHCs. The near-equal distribution suggests that the study captures a balanced representation of both urban and rural primary healthcare settings. The slightly higher number of rural PHC workers may reflect government efforts to improve rural healthcare access, as recommended by health workforce policies [26]. However, rural healthcare facilities often face challenges such as workforce shortages, inadequate infrastructure, and higher patient loads compared to urban centers [27].

Table 2. Organization Core Values (innovation and Adaptability) and Employee Performance

S/N	Questions (Innovation)	Mean	Standard Deviation
B1	My organization encourages employees to share new ideas and innovative solutions.	4.2	1.2
B2	There are policies and practices in place to support creativity.	3.3	0.8
B3	Management actively supports and invests in innovative initiatives.	3.8	0.6
B4	Employees are rewarded for innovative thinking and problem-solving.	4.4	0.9
B5	I am provided with opportunities to improve my skills through training.	4.1	1.1
B6	My workplace embraces technology to enhance healthcare service delivery.	3.9	0.5
B7	Innovation is considered a key value in my organization.	4.2	0.5
Employee Adaptability			
C1	My organization effectively responds to changes in healthcare policies and regulations.	4.0	0.9
C2	Employees are encouraged to be flexible and adapt to new challenges.	3.9	0.9
C3	I feel comfortable adapting to new technologies and procedures in my work.	3.8	0.4
C4	Change management is well implemented in my organization.	4.2	0.8

C5	My organization provides training and resources to help employees adjust to change.	4.3	0.9
C6	The organization promotes a learning culture that helps employees develop new skills.	3.7	0.6
C7	My team works efficiently even when unexpected challenges arise.	4.2	0.8
Employee productivity			
D1	I can complete my tasks efficiently due to the supportive work environment.	4.3	0.7
D2	The innovative culture in my organization helps me perform my duties more effectively.	4.1	0.6
D3	My organization provides the necessary tools and resources to enhance my productivity.	4.0	0.8
D4	I am motivated to improve my work performance due to workplace policies and practices.	3.8	0.7
D5	I collaborate effectively with my colleagues to improve healthcare service delivery.	4.2	0.6
D6	I can complete every assigned task to me in a timely manner.	4.4	0.5

The data in Table 2 present the descriptive analysis of the study variables and provides insights into the respondents' perceptions of innovation culture, adaptability, and employee productivity in the surveyed primary healthcare facilities.

Regarding innovation culture, the results indicate that respondents generally perceive their organizations as fostering innovation, with mean values ranging from 3.3 to 4.4. Employees strongly agreed that they are rewarded for innovative thinking (M = 4.4, SD = 0.9) and that their organizations encourage idea-sharing (M = 4.2, SD = 1.2). However, perceptions about the existence of policies supporting creativity were slightly lower (M = 3.3, SD = 0.8), suggesting room for improvement in formalized innovation support structures.

For employee adaptability, respondents exhibited a high level of agreement with statements related to organizational flexibility and learning culture. The highest mean was recorded for the provision of training to help employees adjust to change (M = 4.3, SD = 0.9), followed by well-implemented change management practices (M = 4.2, SD = 0.8). Adaptability to new technologies and procedures was also rated positively (M = 3.8, SD = 0.4), indicating that while employees feel comfortable with technological shifts, continuous efforts in capacity building remain essential.

Employee productivity received consistently high ratings across all items, with mean values ranging from 3.8 to 4.4. Respondents agreed that a supportive work environment enhances their efficiency (M = 4.3, SD = 0.7) and that they can complete assigned tasks on time (M = 4.4, SD = 0.5). The results suggest that both innovation and adaptability contribute positively to employee performance, reinforcing the importance of fostering a culture that promotes creative problem-solving and flexibility in healthcare service delivery.

These findings provide preliminary evidence supporting the role of innovation and adaptability in enhancing employee

productivity. A more detailed discussion of these relationships will be presented in the regression analysis section.

Impact of Organization Core Values (innovation and Adaptability) and Employee Performance

In this section we will analyze the relationship between organization core values focusing on innovation and adaptability and how these enhance employee performance using the regression analysis with OLS. The regression analysis examines the relationship between innovation culture (inno), adaptability (adap), and employee productivity (EMP) among primary healthcare workers. The Ordinary Least Squares (OLS) regression model demonstrates a strong explanatory power, with an R-squared value of 0.812, indicating that approximately 81.2% of the variation in employee productivity is explained by the independent variables. The adjusted R-squared of 0.807 confirms the model's robustness, accounting for the number of predictors included in the analysis. The F-statistic (208.3, $p < 0.001$) suggests that the model is statistically significant, confirming that innovation and adaptability jointly influence employee productivity.

Table 3. OLS Result

Statistic	**Value**	**Covariance Type**	**nonrobust**			
R-squared	0.812	Omnibus	0.092			
Adj. R-squared	0.807	Durbin-Watson	1.923			
F-statistic	208.3	Prob(Omnibus)	0.955			
Prob (F-statistic)	1.23e-37	Jarque-Bera (JB)	0.227			
Log-Likelihood	-258.94	Skew	0.057			
No. Observations	100	Prob(JB)	0.893			
AIC	523.9	Kurtosis	2.794			
BIC	531.7	Cond. No.	234			
Df Residuals	97					
Df Model	2					
Variable	**coef**	**std err**	**t**	**P>|t|**	**[0.025**	**0.975]**
const	21.3456	3.214	6.641	0.0000	14.968	27.723
inno	0.4892	0.031	15.674	0.0000	0.427	0.551
adap	0.2948	0.039	7.61	0.0000	0.218	0.372

Source: Authors schematization based on Python output

The regression coefficient for innovation culture ($\beta = 0.4892$, $p < 0.001$) indicates a significant positive relationship between workplace innovation and employee productivity. This implies that a one-unit increase in innovation culture leads to a 0.49-unit increase in employee productivity, holding other variables constant. The t-value of 15.674 further suggests that this relationship is highly significant. This finding aligns with previous empirical studies emphasizing the role of innovation in enhancing workplace efficiency and employee performance. Khan, Raya, and Viswanathan [3] found that organizations that actively promote innovation and creative problem-solving experience higher job performance and employee engagement. Similarly, [4] argue that high-involvement human resource management (HRM) practices that support technological adaptation and continuous innovation significantly improve workplace productivity. Furthermore, Wardhani, Noermijati, and Sunaryo [6] highlight that an innovation-driven culture fosters knowledge-sharing and employee

commitment, ultimately leading to improved efficiency in healthcare service delivery.

The findings also corroborate Dynamic Capabilities Theory [14], which suggests that organizations that cultivate innovation develop a strategic advantage by enabling employees to respond proactively to challenges. The significant impact of innovation on productivity underscores the need for healthcare organizations to foster an environment that encourages creative thinking, experimentation, and continuous learning.

The coefficient for adaptability ($\beta = 0.2948$, $p < 0.001$) also indicates a significant positive impact on employee productivity. This suggests that a one-unit increase in adaptability results in a 0.29-unit increase in productivity, holding other factors constant. The t-value of 7.610 further confirms that this relationship is highly significant. These results support existing literature emphasizing the critical role of adaptability in maintaining workforce efficiency, particularly in dynamic and technology-driven environments. Sony and Mekoth [5] argue that employee adaptability is a crucial determinant of workplace performance in Industry 4.0, as it enables workers to integrate new technologies, adjust to organizational changes, and improve task efficiency. Similarly, Abdul Hamid [10] found that employees with higher adaptability skills demonstrate improved job meaningfulness and proactive engagement, contributing to higher productivity levels.

From an organizational culture perspective, Chughtai et al. [8] emphasize that adaptive leadership and flexible work environments enhance employee resilience and efficiency, particularly in times of uncertainty. Furthermore, Nasir et al. [9] highlight that organizations that support continuous learning and change management strategies help employees develop adaptability skills, ultimately leading to increased job satisfaction and productivity. The significant role of adaptability in this study aligns with Lewin's Change Management Theory, which argues that organizations must prepare, implement, and reinforce adaptability mechanisms to ensure long-term performance sustainability. The findings suggest that healthcare facilities should prioritize adaptability training, implement change management initiatives, and provide resources that enable employees to navigate workplace transitions effectively.

The model's diagnostic tests confirm that the regression results are statistically valid and reliable. The Durbin-Watson statistic (1.923) suggests no significant autocorrelation in the residuals, indicating that the model does not suffer from serial correlation issues. The Jarque-Bera test for normality ($p = 0.893$) and the Omnibus test ($p = 0.955$) indicate that the residuals are normally distributed, fulfilling one of the key assumptions of regression analysis.

Conclusion and Policy Implication

This study examined the impact of innovative culture and adaptability on employee productivity among primary healthcare workers. The regression analysis demonstrated that organization culture particularly both innovation and adaptability significantly contribute to improved workforce efficiency, with innovation exerting a slightly stronger influence. These findings reinforce the argument that workplaces foster creativity, knowledge-sharing, and openness to change experience higher levels of employee engagement and task performance. The study aligns with existing literature, including Khan et al. [3], who emphasized that an innovative-driven work environment enhances job performance, and Sony and Mekoth [5], who highlighted adaptability as a critical factor in ensuring employee efficiency in evolving workplaces. The findings also support the Dynamic Capabilities Theory proposed by Teece et al. [14], which posits that organizations with robust innovation and adaptability mechanisms achieve higher long-term productivity and resilience.

The strong explanatory power of the model suggests that organizational culture plays a crucial role in shaping employee productivity, particularly in the healthcare sector, where rapid technological advancements, policy changes, and service demands require continuous adaptation. This finding underscores the importance of structural interventions that foster an environment conducive to both innovation and adaptability.

The significant impact of adaptability on productivity highlights the need for organizations to implement continuous learning programs, structured management frameworks, and support systems that help employees transition smoothly during policy or technological shifts. Training programs that focus on flexibility and problem-solving will enhance workforce resilience, ensuring that employees can adjust to evolving healthcare demands.

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