

Did innovation projects, digital work environment, job satisfaction, and organizational culture reinforce work productivity?

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ABSTRACT

The aim of this research is to analyze the relationship between Innovation Projects and work productivity and work environment and work productivity, analyze the relationship between job satisfaction and work productivity and analyze the relationship between organizational culture and work productivity. This study employed a quantitative approach with an explanatory research design, aiming to examine the effect of integrity, organizational commitment, and motivation on sustainable employee performance with job satisfaction as a mediating variable. The population consists of all employees of the manufacturing organization, totaling 470 employees. The sampling technique applied is simple random sampling. The research instrument was a questionnaire using a 5-point Likert scale. The study variables were: Digital Work Environment (X1), Job Satisfaction (X2), Organizational Culture (X3), Innovation Projects (X4) and Employee Work Productivity (Y). Data were analyzed using Partial Least Square – Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The analysis consisted of two stages: Outer Model (Measurement Model): Convergent validity, discriminant validity, and reliability testing. Inner Model (Structural Model): Path coefficient testing, R² values, and both direct and indirect effects among variables. The results show that the digital work environment has a positive relationship with work productivity. Job satisfaction has a positive relationship with work productivity. Organizational culture has a positive relationship with work productivity. Innovation Projects have a positive relationship with work productivity.

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1. Introduction

Digital technology has brought about a major transformation in how people work, especially for the millennial generation, who grew up alongside these technological developments. As digital natives, millennials demonstrate unique characteristics in adopting and utilizing digital technology in the workplace (Abawa & Obse, 2024). The proliferation of digital platforms, productivity applications, and modern communication systems has transformed traditional work methods into more flexible and efficient processes. Now, people can work from anywhere, collaborate with teams in real-time, and use tools that help

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complete tasks more efficiently. In today's digital era, work productivity is no longer measured solely by time spent in the office but rather by the results and efficiency of the work completed (Al-Ansi et al., 2023).

For a company, improving human resources is synonymous with increasing employee work productivity. Work productivity is a critical component of organizational improvement, as it directly contributes to the company's performance and sustainability. High workforce productivity supports the achievement of corporate goals, leading to increased profits, higher production output, and overall success. To this end, companies focus on increasing efficiency and effectiveness as a form of management capital. The primary goals are to generate profit and to excel in meeting customer needs. Achieving these goals requires companies to be productive in creating high-quality, useful, and sustainable products (Arnaud et al., 2025). Work productivity can be viewed through three important factors: a) the capacity to manage staff, b) employee well-being and retention, and c) the condition of the work environment. These three factors are interrelated and integrated, and they can be measured using different standards. Productivity is a critical consideration in all business areas, including production, marketing, and finance. Without proper attention to these factors, efforts to increase employee work productivity will fail, and productivity may even decrease (Azmy & Sigalingging, 2025). Such decreases often occur due to employee discomfort, which dampens morale and enthusiasm.

An employee's productivity is reflected in the concrete results (products or services) they produce within a given time frame. An employee is considered productive if they can meet or exceed expectations efficiently. Job satisfaction, which is highly individual, plays a key role in this. Indicators of job satisfaction include turnover, absenteeism, age, job level, and organizational size. Employees who feel satisfied—having their needs and desires met—tend to be more comfortable and loyal. As the main actors supporting company goals, employees' thoughts, feelings, and desires significantly influence their work attitude. Job satisfaction is essentially a pleasant emotional attitude and a love for one's work (Bindel et al., 2025). Research findings on the drivers of productivity are varied. Some studies prove that the work environment influences work productivity, while others find no such influence. Similarly, organizational culture is identified as an aspect that can impact employee work productivity. Organizational culture is a pattern of basic assumptions learned by a group to cope with internal and external problems (Bourezz et al., 2025). In the current era of rapid industrialization, companies must be able to survive, increase production, and manage their businesses effectively to remain competitive. Releasing products that society accepts is key to demonstrating a company's existence. High production outputs lead to high profits, enabling a company to maximize its operational activities (Bröchner & Olofsson, 2012).

To increase employee productivity, management must pay attention to influencing factors. The responsibility for productivity improvement lies with management, which must implement programs and foster harmonious relationships among all employees. Internal company factors such as fair wages, job security, working conditions, recognition, and supervisory techniques are also crucial. When these factors are effectively implemented, employees feel more integrated into the company, boosting their enthusiasm and productivity. Management should continuously assess employees, particularly in the production process, for signs of declining productivity. If a decline is detected in either quantity or quality, management should consider interventions like job rotation to positively impact the company. Therefore, this paper seeks to explore the problem of employee job satisfaction and its link to work productivity (Chaanine, 2025). Productivity has been shown to be higher when specific, challenging goals are set, when people are committed to them, and when they possess the necessary skills and knowledge. Goal setting leads to higher performance whether goals are assigned or self-set. When authority figures assign goals, they create clear productivity expectations. However, if goals are set arbitrarily or without explanation, productivity can be significantly lower than when employees are allowed to set their own goals (Cooper & Edgett, 2008).

Common problems in corporate innovation projects include a misplaced focus—overemphasizing technology rather than solving customer needs—and a lack of an innovation culture that supports collaboration and creativity. Other obstacles are limited resources (budget and technology) and a mismatch between ideas and the market, often stemming from errors in project management and planning. Many innovations fail because they do not address real problems, even if the technology is advanced. Siloed organizational structures further hinder the cross-departmental flow of ideas and insights (Cui, 2025). An organizational culture that discourages creative thinking or resists change can stifle innovation. Inadequate funding and inflexible infrastructure can also slow or thwart innovative ideas. Furthermore, many good ideas fail because they are not aligned with market needs or effective marketing strategies. Neglecting in-depth customer research and inefficient planning for complex projects are common pitfalls. Finally, a focus solely on short-term sales targets, without a long-term innovation strategy, can cause operational costs to swell and ultimately harm the company.

2. Literature review

2.1 Innovation Project

An innovation project is a planned and systematic initiative to create a new solution or achieve a significant improvement in a product, process, or business model. Its primary aims are to solve a specific problem, increase efficiency, or provide new value for users or an organization. These projects can range from developing groundbreaking technology and improving public service systems to making simple modifications to existing tools.

The core goals of an innovation project are to:

- Develop a novel product, technology, or service.
- Improve internal workings, production processes, or services to enhance efficiency.
- Address a specific challenge faced by users or the community (Cooper & Edgett, 2008).
- Provide new benefits to customers, the organization, or society as a whole.

Ultimately, an innovation project is a journey from idea to launch, often using an agile approach to allow for flexible adjustments. The resulting innovation must provide a tangible and usable solution to a real problem or market gap. This can involve adapting techniques from one context to another, such as introducing mobile banking to underserved communities (Chaanine, 2025).

The broader objectives of innovation are to improve quality, increase competitiveness, meet evolving customer needs, create new markets, boost efficiency and productivity, drive business growth and profitability, and help organizations adapt to contemporary challenges. By creating unique and superior products or services, companies can compete more effectively. Furthermore, innovation helps organizations stay relevant by understanding and meeting changing customer demands and can open up opportunities in previously untapped markets (Cui, 2025).

2.2 Digital Work Environment

A digital work environment encompasses all the physical and non-physical conditions that directly and indirectly influence employees as they perform digital activities to achieve organizational goals (Kyambade et al., 2025). It includes the infrastructure, work activities, and the overall atmosphere surrounding employees, all of which can significantly impact their performance and satisfaction.

A well-structured work environment is a crucial factor in achieving employee satisfaction. Key physical elements include a comfortable and quiet workspace, adequate humidity, lighting, and temperature, a spacious and clean area, and a well-organized office layout (Djedid, 2025). The growth and development of a company are inextricably linked to its environment, which can have both positive and negative effects. Since the environment is largely beyond a company's control, adaptation is essential (Gursoy et al., 2025).

A positive work environment greatly affects employee productivity. This is influenced by technology, production methods, facilities, equipment, and occupational health and safety standards. To spur high productivity, companies must create a pleasant work environment. This involves managing several key aspects, including:

- Ergonomic lighting and work levels.
- Control of noise levels.
- Proper air circulation and ventilation.
- General cleanliness.
- Security for employees and their belongings (Gursoy et al., 2025; Kareem et al., 2025).

The company environment also includes external factors such as legislation, bureaucratic systems, and community values, all of which directly influence daily organizational activities (Iqbal & Parray, 2025).

2.3 Organizational Culture

Organizational culture is a system of shared values, beliefs, habits, and assumptions held by members of an organization. It serves as a long-standing custom and guiding force that shapes behavior, interaction, and work quality (Froehlich et al., 2025). This culture is often expressed through the organization's vision, mission, and goals, and it develops from a collection of norms, expectations, and philosophies.

Culture functions as an invisible social force that motivates people to work effectively and efficiently. It provides rules and guidelines that dictate how employees interact with each other and external parties, and how they should approach initiative, problem-solving, and their daily tasks (Jeffrey, 2025). According to Schein, organizational culture is a pattern of basic assumptions that a group learns as it solves problems of external adaptation and internal integration (Olsson et al., 2025).

This culture shapes the organization's identity, increases cohesiveness, and acts as a binding force. It is a key strategy for developing human resources by fostering changes in attitude and behavior, helping employees adapt to industrial and societal challenges (Kyambade et al., 2025). It acts as a code of conduct, ensuring that all members understand and adhere to the same behavioral standards, thus facilitating acceptance within the group (Nadapdap et al., 2025).

2.4 Job Satisfaction

Job satisfaction is an employee's feeling of pleasure or displeasure with their job, based on their expectations and the rewards provided by the organization (Olise et al., 2025). It reflects the level of contentment an employee has with management practices, work activities, and environmental conditions.

It is a positive emotional attitude towards one's job, encompassing feelings about various aspects such as pay, working conditions, relationships with coworkers, and career development opportunities (Olsson et al., 2025). Job satisfaction is largely subjective, as it varies from person to person; the more job factors align with an individual's needs, the higher their satisfaction will be (Obodozie & Nwabufu, 2025).

This attitude is reflected through work morale, discipline, and performance. It can be defined as the difference between the amount of reward employees receive and the amount, they believe they should receive. In essence, job satisfaction is a positive attitude—comprising feelings and behavior—toward one's work, stemming from the perception that the job fulfills important personal values (Ortega & Acero, 2025).

2.5 Work Productivity

Work productivity is a measure of the efficiency with which inputs (like labor and resources) are converted into outputs (goods or services). It is often defined as the ratio between input and output; the smaller the input required to achieve a target, the more productive the activity is (Ortega & Acero, 2025).

High productivity can be viewed through three interrelated factors:

- a. Capacity to manage staff,
- b. Employee well-being and retention (“savings”),
- c. Condition of the work environment.

These factors are integrated into business methods and should be a central consideration in all planning, including production, marketing, and finance (Olsson et al., 2025). The concept is closely related to "production," which is the transformation of materials into desired results. Every company strives for maximum employee productivity, as it is a crucial measure of business success. Increased productivity is demonstrated through efficient work methods and the results obtained, and is influenced by elements such as work enthusiasm, methodology, and outcomes. Key factors that influence productivity levels include employee discipline, management quality, and technology (Obodozie & Nwabufu, 2025).

3. Method

This study employed a quantitative approach with an explanatory research design, aiming to examine the effect of integrity, organizational commitment, and motivation on sustainable employee performance with job satisfaction as a mediating variable.

3.1 Population and Sample

The population consists of all employees of manufacturing organization, totaling 470 employees. The sampling technique applied is simple random sampling.

Instrument and Measurement

The research instrument was a questionnaire using a 5-point Likert scale. The study variables were:

- Digital Work Environment (X1)
- Job Satisfaction (X2)
- Organizational Culture (X3)
- Innovation Projects (X4)
- Employee Work Productivity (Y)

Data Analysis Technique

Data were analyzed using Partial Least Square – Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The analysis consisted of two stages:

1. Outer Model (Measurement Model): Convergent validity, discriminant validity, and reliability testing.
2. Inner Model (Structural Model): Path coefficient testing, R² values, and both direct and indirect effects among variables.

The hypotheses of this research are:

Hypothesis 1: *The digital work environment has a positive relationship on work productivity.*

Hypothesis 2: *Job satisfaction has a positive relationship on work productivity.*

Hypothesis 3: *Organizational culture has a positive relationship on work productivity.*

Hypothesis 3: *Innovation projects have a positive relationship on work productivity.*

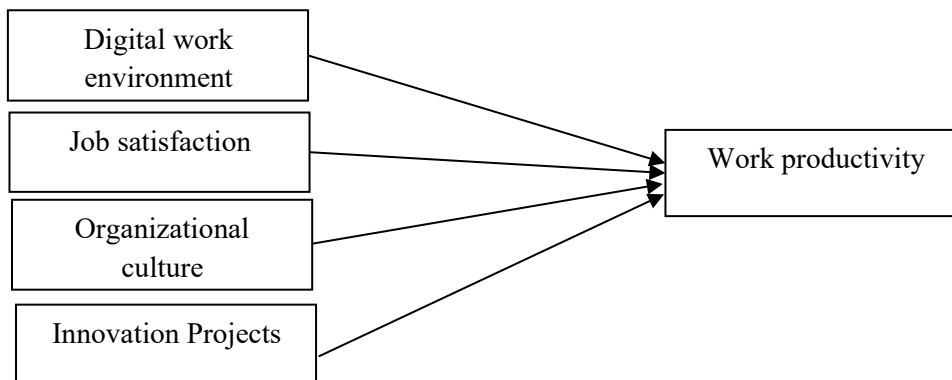


Fig. 1. Research Model

4. Result and Discussion

Results of Outer Model Analysis

Convergent validity testing revealed that all indicators had loading factor values > 0.70, fulfilling validity requirements. AVE values > 0.50 for all constructs indicate that each variable explained more than 50% of the variance in its indicators. Construct reliability was also confirmed with Composite Reliability (CR) > 0.70.

Discriminant Validity Test

Based on the table above, the cross-loading values indicate good discriminant validity because the correlation of each indicator with its construct is higher than its correlation with other constructs. For illustration, the loading factor of an indicator item for Digital Work Environment (X1), Job Satisfaction (X2), Organizational Culture (X3), Employee Work Productivity (Y) is greater than 0.900, Thus, it can be concluded that the research model and the studied variables are valid. Discriminant validity testing is considered acceptable if the square root of AVE is greater than the correlation of the latent variable with other latent variables. The correlation values for each latent variable from the measurement model test are presented in Table 1, where the square root of AVE values for each latent variable is highlighted. Based on the table, the discriminant validity results at the variable level using the Fornell–Larcker Criterion show that the square root of AVE for all of the variables are all greater than the inter-construct correlations. Thus, the discriminant validity based on Fornell–Larcker Criterion is acceptable. According to Henseler and Sarstedt (2019), simulations comparing three methods of discriminant validity assessment show that the Heterotrait-Monotrait Ratio (HTMT) has higher sensitivity in detecting discriminant validity compared to Fornell–Larcker and cross-loading approach.

Table 1

Average Variance Extracted (AVE) Values of Research Constructs

Variable	Average Variance Extracted (AVE)	Cut Off	Remarks
Digital Work Environment (X1)	0.657		Valid
Job Satisfaction (X2)	0.855		Valid
Organizational Culture (X3)	0.790	> 0.5	Valid
Innovation Projects (X4)	0.724		Valid
Employee Work Productivity (Y)	0.730		Valid

Source: Data Processed with SmartPLS 4 (2025)

All HTMT values are below 0.90, indicating good discriminant validity. Therefore, using the HTMT approach, all variables demonstrate acceptable discriminant validity. Each construct adequately discriminates itself from others, confirming that the research model fulfills the discriminant validity requirement and is suitable for further analysis. As a further step, discriminant validity evaluation also involved the Average Variance Extracted (AVE) values. AVE assesses the extent to which a construct explains the variance of its indicators. A construct is said to have good convergent validity if its AVE > 0.50, meaning that it explains at least 50% of the variance of its indicators. The results indicate that all variables meet the AVE threshold (>0.50). Thus, the constructs consistently explain more than 50% of the variance of their indicators, confirming convergent validity. Together, the discriminant and convergent validity tests confirm that the research model is valid and reliable, providing a sound basis for further hypothesis testing.

Inner Model Analysis Results

Variance Inflation Factor (VIF) Test

The determination coefficient test shows that a tolerance value <0.10 indicates high multicollinearity, while a VIF >10 also suggests serious multicollinearity. Low tolerance and high VIF values are thus indicators of multicollinearity problems in regression, both in SPSS and in PLS approaches.

Table 2

Variance Inflation Factor (VIF) Test

Path Variable	VIF
Digital Work Environment (X1) → Work Productivity (Y)	2.735
Job Satisfaction (X2) → Work Productivity (Y)	2.991
Organizational Culture (X3) → Work Productivity (Y)	4.578
Innovation Projects (X4) → Work Productivity (Y)	4.124

Source: Data Processed with SmartPLS 4 (2025)

F-Square (f^2) Test

According to Kenny (2018), the F-square measures the effect size of an independent variable on a dependent variable within PLS-SEM. Effect sizes are classified as small ($f^2 \geq 0.005$), medium ($f^2 \geq 0.01$), and large ($f^2 \geq 0.025$).

R-Square (R^2) Test

R^2 indicates how much variance in endogenous variables is explained by exogenous variables. Values ≥ 0.75 are strong, around 0.50 are moderate, and 0.25 are weak (Ghozali & Latan, 2021).

Table 3

R-Square (R^2) Test Results

Construct	R-Square (R^2)
Work Productivity (Y)	0.754

Source: Data Processed with SmartPLS 4 (2025)

Based on the table above, the results of the coefficient of determination (R-Square) test show that the job satisfaction variable has an R^2 value of 0.754, indicating that 75.4% of this value is included in the strong category. Meanwhile, the sustainable employee performance variable has an R^2 value of 0.754, meaning that 75.4% of this value is included in the strong category. Thus, it can be concluded that the research model has excellent predictive ability, especially in explaining the Employee Work Productivity (Y) variable.

Q-Square (Q^2) Test

Q^2 values greater than zero indicate predictive relevance. Thresholds: weak (0.02), moderate (0.15), strong (0.35).

Table 4

Q-Square (Q^2) Values

Construct	Q-Square (Q^2)
Work Productivity (Y)	0.653

Source: Data Processed with SmartPLS 4 (2025)

Based on the table above, the results of data processing using SmartPLS 4 show that the Q^2 value for the Job Satisfaction construct (Z) is 0.677. The values are greater than zero ($Q^2 > 0$), indicating that the model has good predictive power for the endogenous variables studied. Referring to the classification of Ghozali and Latan (2021), a Q^2 value of 0.677 indicates moderate predictive relevance for Work Productivity (Y), while a Q^2 value of 0.653 approaches the strong predictive relevance category. Thus, this model is considered quite capable of explaining and predicting the studied variables accurately.

Hypothesis Testing

Based on this research, the results of the path coefficient test and hypothesis testing conducted by the researcher will be explained. Hypothesis testing in this study was conducted to evaluate the influence between exogenous variables on endogenous variables. The inter-construct testing process was carried out using the bootstrapping method using SmartPLS 4 software, with a significance level set at 5%. Interpretation of the test results is based on several key indicators, including: the path coefficient value representing the direction and strength of the relationship between variables, the p-value used to identify the presence of a significant influence, and the t-statistic value indicating the level of significance of the relationship. Meanwhile, the magnitude of the influence of exogenous variables on endogenous variables is indicated by the value in the original sample.

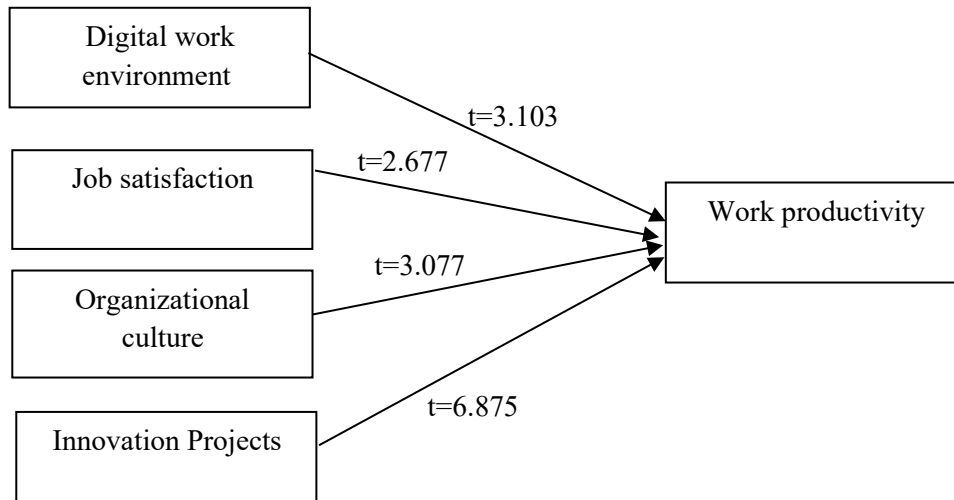


Fig. 2. (Bootstrapping)

Source: Data Processing Results with SmartPLS 4 (2025)

Table 5

Hypothesis Testing (Variance Inflation Factor (VIF) Test)

Path Variable	T Value	P Value
Digital Work Environment (X1)→ Work Productivity (Y)	3.103	0.000
Job Satisfaction (X2)→ Work Productivity (Y)	2.677	0.000
Organizational Culture (X3) →Work Productivity (Y)	3.077	0.000
Innovation Projects → Work Productivity (Y)	6.875	0.000

Source: Data Processed with SmartPLS 4 (2025)

Based on Table 5, which presents the data processing results of hypothesis testing, the following interpretations can be drawn:

1. (H1): Digital Work Environment (X1)→ Work Productivity (Y)

The results in Table 5 show that the t-statistic > t-table ($3.103 > 1.96$) and the p-value < significance level ($0.000 < 0.05$). This indicates that Digital Work Environment (X1) has a positive and significant effect on job Employee Work Productivity (Y), thus H1 is accepted. In other words, higher Digital Work Environment (X1)→leads to higher levels of Work Productivity (Y)

2. (H2): Job Satisfaction (X2)→ Work Productivity (Y)

The results show t-statistic > t-table ($2.677 > 1.96$) and p-value < 0.05 ($0.000 < 0.05$), meaning Job Satisfaction (X2) positively and significantly affects Employee Work Productivity (Y). Hence, H2 is accepted. Stronger Job Satisfaction (X2) increases Employee Work Productivity (Y) as feel more supported, committed, and aligned with organizational goals.

3. (H3): Organizational Culture (X3) → Work Productivity (Y)

The test results indicate t-statistic > t-table ($3.077 > 1.96$) and p-value < 0.05 ($0.000 < 0.05$). This confirms that Organizational Culture (X3) positively and significantly influences Work Productivity (Y), thus H3 is accepted. Employees with higher Organizational Culture (X3) tend to be more satisfied, driven by achievement, learning, and personal growth.

4. (H4): Innovation Projects (X4) → Work Productivity (Y)

The test results indicate $t\text{-statistic} > t\text{-table}$ ($6.877 > 1.96$) and $p\text{-value} < 0.05$ ($0.000 < 0.05$). This confirms that Innovation Projects (X4) have positive and significant influences Work Productivity (Y), thus H4 is accepted.

The Relationship between the Digital Work Environment and Work Productivity

Data analysis revealed a $p\text{-value}$ of 0.000, which is less than the 0.050 significance level. This leads to the conclusion that the relationship between the digital work environment and work productivity is positive and significant. Effectively utilized digital technology enhances productivity by increasing efficiency, automating routine tasks, and facilitating seamless remote collaboration. Tools such as project management software and automation systems reduce repetitive duties, freeing employees to focus on more creative and strategic work (Reisberger et al., 2025). Furthermore, the flexibility of hybrid or remote work models supports a better work-life balance, which in turn boosts job satisfaction and productivity. Technology also enables the rapid and accurate delivery of information, minimizing miscommunication and ensuring smoother operations toward company goals. However, the effectiveness of a digital work environment is contingent on several factors. Employees must possess adequate digital literacy skills to leverage these tools fully, necessitating targeted training and support from the organization. Additionally, adaptive leadership is crucial; leaders must be able to integrate technology to foster team collaboration and guide employees through technological changes. A well-designed digital work environment, supported by competent employees and proactive leadership, serves as a significant driver of productivity, efficiency, and satisfaction in the modern era (Wang & Zhang, 2025).

The Influence of Job Satisfaction on Work Productivity

The analysis yielded a $p\text{-value}$ of 0.000, confirming a positive and significant relationship between job satisfaction and work productivity. This indicates that higher levels of job satisfaction lead to higher work productivity, and vice versa. Satisfied employees demonstrate greater motivation, better morale, and a stronger dedication to their work, all of which contribute to improved output and efficiency. They are more focused, which reduces errors and allows them to perform to their full potential (Reisberger et al., 2025). These employees also tend to exhibit higher discipline, loyalty, and a willingness to work more carefully and efficiently, directly enhancing the quality and quantity of work (Yaksaprawira et al., 2024). Conversely, dissatisfied employees often display negative attitudes, including laziness and a reluctance to perform well, leading to increased mistakes and a decline in work quality. To foster productivity, management must actively cultivate job satisfaction by addressing key factors such as fair compensation (including overtime incentives and bonuses), positive relationships with coworkers and supervisors, and opportunities for career advancement (Shoaib, 2022; Sabil et al., 2024).

The Influence of Organizational Culture on Work Productivity

With a $p\text{-value}$ of 0.000, the analysis concludes that organizational culture has a significant effect on work productivity. A strong, positive culture enhances productivity, while a weak or negative culture can hinder it. Organizational culture shapes employee behavior, attitudes, and interactions by providing a shared set of values and norms. A culture that aligns with company goals increases work focus and efficiency. Furthermore, a culture that encourages innovation, teamwork, and values individual contributions boosts motivation, morale, and reduces absenteeism (Shoaib, 2022). Adaptive and dynamic cultures enable organizations to navigate change effectively, maintaining productivity in evolving environments. It is important to note that there is no universally “good” or “ideal” culture; rather, there is only a culture that is *appropriate* for the organization's vision and strategy. A strong, appropriate culture provides stability, reduces ambiguity, and gives employees a sense of identity and commitment, which are fundamental to high productivity (Syahrir et al., 2024). Management plays a critical role in cultivating and maintaining this culture. Leaders who are respected and trusted can intrinsically motivate their subordinates, who will then strive to be more productive to meet expectations (Shinde, 2025). Therefore, organizational culture is a powerful predictor and key driver of employee work productivity.

The Relationship Between Innovation Projects and Work Productivity

Innovation projects and work productivity share a synergistic and mutually reinforcing relationship. Innovation acts as a key driver of productivity by introducing improvements that lead to greater efficiency and better outcomes.

This relationship manifests in several ways:

- **Process Innovation:** Projects involving automation or new technologies can reduce operational costs, accelerate production, and minimize errors (Shoaib, 2022).
- **Product/Service Innovation:** Developing new offerings increases customer value and helps maintain market competitiveness.
- **Skill Development:** Involvement in innovation projects trains employees in new methods and technologies, directly increasing their capabilities and productivity.

- **Employee Motivation:** A culture that encourages creative thinking and contribution to new solutions boosts morale and engagement.

For example, implementing robotics in manufacturing (a process innovation) shortens production time and increases output. Similarly, developing a customer self-service application (a product innovation) reduces employee workload, allowing them to focus on more complex tasks (Shinde, 2025). In essence, successful innovation projects drive productivity through increased efficiency and new development, while high productivity generates the resources and stability needed to fund future innovation, creating a virtuous cycle of growth and competitive advantage (Syahrir et al., 2024).

5. Conclusion

This study confirms that multiple organizational factors have a positive and significant influence on work productivity. Specifically, the findings demonstrate that robust innovation projects, a supportive work environment, high job satisfaction, and a strong organizational culture are all critical drivers of enhanced productivity.

The analysis further highlights the transformative role of the digital work environment. When effectively implemented, digital technology serves as a powerful catalyst by increasing efficiency, automating routine tasks, and facilitating seamless remote collaboration. However, the success of this digital transformation is not automatic. It is contingent upon two key supporting factors: **employee digital literacy** and **adaptive leadership**. Companies must ensure their workforce possesses the necessary competencies to leverage new tools, while leaders must be capable of fostering a collaborative and productive technological environment. A well-designed digital ecosystem, supported by skilled employees and proactive leaders, is thus a significant driver of productivity, efficiency, and job satisfaction in the modern era.

In practical terms, these findings offer a clear strategic imperative for management. To cultivate a high-performance organization, leaders should prioritize investments in:

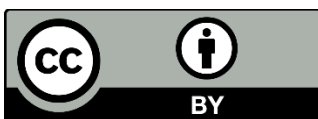
1. **Technology Infrastructure:** Implementing and optimizing digital tools that streamline workflows.
2. **Human Capital:** Developing digital literacy through training and fostering a positive, satisfying work culture.
3. **Leadership Development:** Cultivating adaptive leaders who can guide teams through change and maximize the potential of both people and technology.

By taking a holistic approach that integrates these elements, companies can create a sustainable competitive advantage built on a highly productive and engaged workforce.

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