

Artificial Intelligence Adoption, Organizational Agility, And Work Values as Predictors of Service Innovation at University of Perpetual Help Dr. Jose G. Tamayo Medical Center

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Abstract

Artificial intelligence (AI) adoption, organizational agility, and work values are important in healthcare to improve service innovation and respond to change. In hospitals, AI supports decision making, streamlines work, and improves service delivery, while organizational agility refers to the ability to respond quickly and work values reflect support for innovation and improvement. Despite existing studies, there is limited research in Philippine hospitals on their combined effect, so this study examined the relationship between AI adoption, organizational agility, work values, and service innovation. A descriptive correlational design was used, with 204 employees from University of Perpetual Help Dr. Jose G. Tamayo Medical Center selected through simple random sampling. Data were collected using a self-made questionnaire and analyzed using weighted mean and ranking, Pearson r , and multiple regression. Results showed that all variables were at high levels and significantly related. Regression analysis was significant ($R^2 = 0.748$, $F = 97.372$, $p = 0.000$), indicating that 74.8% of service innovation was explained by the predictors, with decision making flexibility as a key predictor ($\beta = 0.477$, $p = 0.000$). The findings suggest that strengthening AI adoption, organizational agility, and work values can enhance service innovation, and a strategic plan was proposed based on these results.

Keywords: Artificial Intelligence Adoption, Organizational Agility, Service Innovation, Work Values

1. Introduction

Healthcare organizations today are increasingly embracing advanced technologies like Artificial Intelligence (AI) to enhance patient care, improve operational efficiency, and foster innovation. AI is now a significant driver of change in modern hospitals, aiding in diagnostic accuracy, optimizing workflows, and supporting decision-making (Rashid et al., 2025). According to Ali et al. (2023), AI allows healthcare providers to automate tasks, foresee patient outcomes, and allocate resources more effectively, promoting innovative services. However, the successful implementation of AI relies not only on technology but also on organizational agility and cultural fit (Varnosfaderan & Forouzanfar, 2022).

The rapid advancement of AI is transforming organizations worldwide, driving the need for organizational agility as firms adapt to changing environments (Barba et al., 2024). Research highlights AI's role in improving processes and flexibility, enabling organizations to innovate and deliver better services. At the same time, AI adoption influences employee productivity, which affects performance. Studies show that

combining AI with engaged employees strengthens human capital and supports service innovation (Kassa & Worku, 2025).

Organizational agility refers to the ability to adapt quickly and respond to change, making it vital for innovation in healthcare. Agile organizations can better meet patient needs, adopt new technologies, and maintain service quality (Akkaya and Mert, 2023). Work values also play an important role, as they influence employees' support for innovation and change (Elamin et al., 2024). Positive values such as teamwork, integrity, and adaptability help hospitals sustain innovation and improvement (Hoxha et al., 2024). These values also enhance job satisfaction, engagement, and patient care (Atalla et al., 2024; Button, 2025; Ludviga & Kalvina, 2023).

Despite extensive research on AI adoption, organizational agility, and work values as separate factors, there is a lack of studies examining their combined influence on service innovation, especially in healthcare. There is also limited evidence in the Philippine hospital context, where digital transformation is increasing. Many studies focus on these factors individually, creating a gap in understanding how they work together to drive service innovation.

This study addresses this gap by examining the relationships among AI adoption, organizational agility, work values, and service innovation in University of Perpetual Help Dr. Jose G. Tamayo Medical Center. Specifically, it explores how AI adoption contributes to organizational agility and how work values shape employees' ability to support innovation.

2. Methods

This study employed a descriptive correlational research design to examine the correlation between artificial intelligence adoption, organizational agility, work values, and service innovation. In this study, the variables have not been modified in any way, and only their interrelationships are examined.

The primary data for this study were the medical and non-medical employees, including administrative and IT staff of University of Perpetual Help Dr. Jose G. Tamayo Medical Center. Only the empirical data that are gathered from these respondents was subjected to statistical treatment and analysis.

The researcher utilized a self-made questionnaire to collect primary data, divided into four parts covering artificial intelligence adoption, organizational agility, work values, and service innovation. The instrument was reviewed by the research adviser and experts in digital transformation and organizational development for validation. Face validity was established through expert evaluation based on clarity, relevance, and appropriateness, and their suggestions were incorporated before final use. A pilot test with 30 respondents was conducted, and reliability was measured using Cronbach's Alpha, yielding high results for all variables (AI adoption 0.970, organizational agility 0.962, work values 0.957, service innovation 0.975), all above the acceptable standard of 0.70, indicating that the instrument is reliable for data collection.

Prior to data collection, the researcher secured approval from the graduate school dean to conduct the study. With guidance from the research adviser, the questionnaires were prepared and finalized. Consent forms were first distributed for approval by the human resources department. After approval, the questionnaires were reproduced and given to the respondents. The collected data were then organized, tallied, and analyzed using appropriate statistical methods.

After the respondents completed the survey questionnaire, the data were organized and analyzed using weighted mean and ranking to determine the levels of artificial intelligence adoption, organizational agility, and work values. Pearson r correlation, to examine their relationships, and multiple regression analysis was used to determine their predictive power.

1. Results and Discussions

Table 1 Summary Table for the Level of Artificial Intelligence Adoption

Indicator	Weighted Mean	Verbal Interpretation	Rank
AI utilization	3.15	High	2
AI effectiveness	3.18	High	1
Overall Weighted Mean	3.16	High	

Table 1 shows the summary table for the level of artificial intelligence adoption with an average weighted mean of 3.16 verbally interpreted as “High”. This reveals a high level of artificial intelligence adoption. The study reveals that in hospitals, artificial intelligence adoption such as AI tools are smoothly woven into everyday systems to handle both clinical and admin work, like managing patient records with ease, staff are already comfortable using them, and the hospital cheers everyone on to make the most of it. These systems boost accuracy by cutting down errors, speed up services so patients get help faster, enable smarter, quicker decisions, and overall help the team deliver better care that truly meets people's needs. Specifically, the level of artificial intelligence adoption is “High” with an overall weighted mean of 3.16. The level of AI adoption is in “High” levels in all the indicators: Indicator 2 - AI effectiveness with weighted mean of 3.18, verbally interpreted as “High” (Rank 1) and Indicator 1 - Food Storage with a weighted mean of 3.18, with a verbal interpretation of “High” (rank 2).

The high level of artificial intelligence adoption found in the study supports the growing recognition of AI as one of the factors of healthcare improvement. The results showing smooth integration, staff readiness, and enhanced performance are consistent with Craig (2024), who explained that AI systems are increasingly used to perform complex tasks through data driven processes. The findings also affirm Xie et al. (2025), which reported rapid growth in AI adoption in healthcare due to innovation and global collaboration. In addition, the strong adoption observed in the hospital aligns with Sop (2025), who emphasized the importance of leadership and strategic direction in successfully implementing AI technologies. Overall, the study supports existing research by showing that when organizations provide proper support and direction, AI adoption becomes more effective and beneficial in healthcare operations.

Table 2 Summary Table for the Level of Organizational Agility

Indicator	Weighted Mean	Verbal Interpretation	Rank
Responsiveness to change	3.43	Very High	1
Decision-making flexibility	3.37	Very High	2
Overall Weighted Mean	3.40	Very High	

Table 2 shows the summary table for the level of organizational agility with an average weighted mean of 3.40 verbally interpreted as “Very High”. This reveals a very high level of organizational agility. The study reveals that the hospital responds quickly to changes in the healthcare environment, patient needs, and policies. It shows flexibility during periods of change. Staff are ready to handle sudden shifts in work processes. This keeps the organization effective. Management makes decisions fast when needed. Decision processes support timely actions. The hospital allows other solutions if standard ones do not work. It supports shared decision-making when right. The hospital promotes flexibility to solve work problems. Specifically, the level of organizational agility is “Very High” with an overall weighted mean of 3.40. The level of organizational agility is in “Very High” levels in all the indicators: Indicator 1 - Responsiveness

to change with weighted mean of 3.43, verbally interpreted as “Very High” (Rank 1) and Indicator 2 - Decision-making flexibility with a weighted mean of 3.37, with a verbal interpretation of “Very High” (rank 2).

The very high level of organizational agility found in the study supports existing literature that highlights its importance in healthcare performance and adaptability. The findings that the hospital responds quickly to change, promotes flexibility, and supports timely decisions are consistent with ActivTrak (2025), which described operational agility as the ability to adapt processes and workforce to changing demands. The results also align with Plewniok (2025), who noted that agility improves teamwork, patient outcomes, and operational efficiency in healthcare settings. Moreover, the study supports Button et al. (2025), which emphasized that agile healthcare organizations are better able to improve patient care and staff well-being. Overall, the findings affirm that strong organizational agility contributes to better healthcare delivery and performance.

Table 3 Summary Table for the Level of Work Values

Indicator	Weighted Mean	Verbal Interpretation	Rank
Commitment to work	3.56	Very High	1
Integrity and professionalism	3.53	Very High	2
Overall Weighted Mean	3.54	Very High	

Table 3 shows the summary table for the level of work values with an average weighted mean of 3.54 verbally interpreted as “Very High”. This reveals a very high level of work values. The study reveals that the employees show dedication to duties and exceed job requirements. They take responsibility for outcomes, value their hospital roles, and display enthusiasm. Staff follow ethical standards, exhibit professional behavior, handle confidential information responsibly, practice fairness, and maintain conduct under pressure.

Specifically, the level of work values is “Very High” with an overall weighted mean of 3.54. The level of organizational agility is in “Very High” levels in all the indicators: Indicator 1 - Commitment to work with weighted mean of 3.56, verbally interpreted as “Very High” (Rank 1) and Indicator 2 - Integrity and professionalism with a weighted mean of 3.53, with a verbal interpretation of “Very High” (rank 2).

The findings that employees demonstrate commitment, professionalism, and ethical behavior affirms with Sturmberg (2025), who described work values as guiding principles that influence decision-making and care delivery. The results also align with Bayot et al. (2024), which emphasized that a positive work culture improves teamwork and organizational effectiveness. Furthermore, the study supports Allegrow (2025), who noted that strong work values contribute to better patient outcomes, employee satisfaction, and innovation. Overall, the findings affirm that strong work values play a vital role in achieving effective and patient-centered healthcare services

Table 4 Summary Table for the Level of Service Innovation

Indicator	Weighted Mean	Verbal Interpretation	Rank
Service process innovation	3.43	Very High	1
Service delivery innovation	3.40	Very High	2
Overall Weighted Mean	3.42	Very High	

Table 4 shows the summary table for the level of service innovation with an average weighted mean of 3.42 verbally interpreted as “Very High”. This reveals a very high level of service innovation. The study reveals that employees help improve service processes, with changes shared clearly. Procedure updates boost efficiency and patient care. The hospital introduces better processes for enhanced delivery. Technology makes services more accessible and convenient. Innovations reduce wait times. Flexible options include digital, remote, and self-service methods. The hospital reviews services and updates methods to meet patient needs.

Specifically, the level of service innovation is “Very High” with an overall weighted mean of 3.42. The level of service innovation is in “Very High” levels in all the indicators: Indicator 1 - Service process innovation with weighted mean of 3.43, verbally interpreted as “Very High” (Rank 1) and Indicator 2 - Service delivery innovation with a weighted mean of 3.40, with a verbal interpretation of “Very High” (rank 2).

The very high level of service innovation found in the study supports existing literature that highlights the importance of both organizational and individual factors in driving innovation. The findings that employees contribute to process improvements and that services are continuously enhanced align with Rezeki et al. (2020), who emphasized the role of management systems and collaboration in improving service quality. The results also agree with Hewko (2022), which highlighted the importance of employee engagement and adaptability in innovation. Furthermore, the study supports Stamati et al. (2024), who noted that leadership and a supportive environment are key to sustaining innovation. Overall, the findings affirm that service innovation is strengthened by both organizational support and employee involvement.

Table 5 Relationship Between the Level of Artificial Intelligence Adoption and Organizational Agility

Artificial Intelligence Adoption	Organizational Agility	
	Responsiveness to change	Decision-making flexibility
AI utilization	r=0.633** Moderate correlation p=0.000	r=0.572** Moderate correlation p=0.000
AI effectiveness	r=0.562** Moderate correlation p=0.000	r=0.495** Moderate correlation p=0.000
**Significant @ 0.01		

Table 5 shows the relationship between the level of artificial intelligence adoption and organizational agility. The computed pearson r-value with its quantitative description (QD) between AI utilization and responsiveness to change (r=0.633, QD=Moderate Correlation); between AI utilization and decision-making flexibility (r=0.572, QD=moderate Correlation); between AI effectiveness and responsiveness to change (r=0.562, QD=Moderate Correlation); and between AI effectiveness and decision-making flexibility (r=0.495, QD=Moderate Correlation) to their p-value of 0.000, 0.000, 0.000, and 0.000 respectively, are less than the significance level of 0.01 which conclude that there is a significant relationship between the level of artificial intelligence adoption and organizational agility. The findings reveal a moderate correlation between their sub-variables. This implies that the higher the level of artificial

intelligence adoption in terms of AI utilization and AI effectiveness, the higher the level of organizational agility in terms of responsiveness to change and decision-making flexibility.

The findings showing a significant moderate relationship between AI adoption and organizational agility support existing literature that identifies AI as a factor of adaptability in organizations. The result that higher AI utilization and effectiveness lead to better responsiveness and decision-making flexibility aligns with Stefan et al. (2024), who emphasized that AI enhances the ability of organizations to respond to change. The findings also support Lamrhary and Slaoui (2025), which noted that AI integration improves flexibility and resilience in dynamic environments. In addition, the study is consistent with Zhong et al. (2026), who identified AI as a strong predictor of organizational agility. Overall, the findings affirm that AI adoption contributes to improved agility in healthcare organizations.

Table 6 Relationship Between the Level of Artificial Intelligence Adoption and Work Values

Artificial Intelligence Adoption	Work Values	
	Commitment to work	Integrity and professionalism
AI utilization	r=0.378** Low correlation p=0.000	r=0.332** Low correlation p=0.000
AI effectiveness	r=0.384** Low correlation p=0.000	r=0.268** Low correlation p=0.000
**Significant @ 0.01		

Table 6 shows the relationship between the level of artificial intelligence adoption and work values. The computed pearson r-value with its quantitative description (QD) between AI utilization and commitment to work (r=0.378, QD=Low Correlation); between AI utilization and integrity and professionalism (r=0.332, QD=Low Correlation); between AI effectiveness and responsiveness to change (r=0.384, QD=Low Correlation); and between AI effectiveness and commitment to work (r=0.268, QD=Low Correlation) to their p-value of 0.000, 0.000, 0.000, and 0.000 respectively, are less than the significance level of 0.01 which conclude that there is a significant relationship between the level of artificial intelligence adoption and work values.

The findings reveal a low correlation between their sub-variables. This implies that while AI adoption in the hospital significantly relates to work values, the low correlation suggests only a modest influence. Higher AI use or effectiveness does not strongly drive improvements in staff commitment, integrity, professionalism, or responsiveness to change.

The results indicating a significant but low relationship between AI adoption and work values partially support existing study that confirms that AI adoption is related to work values, the weak correlation suggests limited influence, which contrasts with Murire (2024), who argued that AI strongly reshapes employee values toward innovation and adaptability. Similarly, Gentle (2025) emphasized that AI enhances job satisfaction and engagement by allowing employees to focus on meaningful tasks, which is only slightly reflected in the findings. However, the results are consistent with Langstedt (2020), who noted that AI can create misalignment in work values, especially when technological changes do not fully match employee expectations. Thus, the study suggests that while AI has an impact on work values, its influence may not be strong in all contexts.

Table 7 Relationship Between the Level of Organizational Agility and Work Values

Organizational agility	Work Values	
	Commitment to work	Integrity and professionalism
Responsiveness to change	r=0.494** Moderate correlation p=0.000	r=0.508** Moderate correlation p=0.000
Decision-making flexibility	r=0.577** Moderate correlation p=0.000	r=0.537** Moderate correlation p=0.000
**Significant @ 0.01		

Table 7 shows the relationship between the level of organizational agility and work values. The computed pearson r-value with its quantitative description (QD) between responsiveness to change and commitment to work (r=0.494, QD=Moderate Correlation); between responsiveness to change and integrity and professionalism (r=0.508, QD=moderate Correlation); between decision-making flexibility and commitment to work (r=0.577, QD=Moderate Correlation); and between decision-making flexibility and integrity and professionalism (r=0.537, QD=Moderate Correlation) to their p-value of 0.000, 0.000, 0.000, and 0.000 respectively, are less than the significance level of 0.01 which conclude that there is a significant relationship between the level of organizational agility and work values. The findings reveal a moderate correlation between their sub-variables. This implies that the higher the level of organizational agility in terms of responsiveness to change and decision-making flexibility, the higher the level of work values in terms of commitment to work and integrity and professionalism.

The findings showing a significant moderate relationship between organizational agility and work values support existing studies that highlight the connection between culture and adaptability. The result that higher responsiveness and decision-making flexibility are associated with stronger commitment and professionalism aligns with Skyrius and Valentukevičė (2020), who emphasized the role of managerial and cultural factors in shaping agile behavior. The findings also support Goncalves et al. (2020), which showed that organizational culture influences flexibility and innovation. Furthermore, the study is consistent with Parrill (2023), who noted that core values guide decision-making and support organizational agility. Overall, the findings affirm that work values and organizational agility are closely linked and reinforce each other in healthcare settings.

Table 8 Regression Analysis between the Level of Artificial Intelligence Adoption, Level of Organizational Agility and Level of Work Values taken Singly or in Combination of Level of Service Innovation

Predictor	Dependent Variable	R ²	F	p-value	β	t	p-value
Decision-making flexibility	Service Innovation (overall)	0.748	97.372	0.000	0.477	7.271	0.000*
*Significant @ 0.01							

Table 8 presents the results of the regression analysis examining how artificial intelligence adoption, organizational agility, and work values, whether considered individually or in combination, predict the level of service innovation. Specifically, decision-making flexibility is identified as a significant predictor, yielding an R^2 value of 0.748. This indicates that approximately 74.8% of the variance in service innovation can be explained by the model, suggesting a strong explanatory power. The computed F-value of 97.372 with a p-value of 0.000 further confirms that the regression model is statistically significant, meaning that the predictors, as a set, reliably influence service innovation outcomes.

Focusing on decision-making flexibility, the beta coefficient ($\beta = 0.477$) indicates a moderate positive effect on service innovation, implying that increased flexibility in decision-making processes contributes to higher levels of innovation in services. The t-value of 7.271, along with a p-value of 0.000 (significant at 0.01 level), demonstrates that this predictor is statistically significant and not due to chance. Overall, the findings suggest that organizations that enhance decision-making flexibility, alongside leveraging AI adoption and organizational agility, are more likely to achieve improved service innovation performance.

Conclusion and Recommendation

Based on the results, it can be concluded that artificial intelligence adoption is well integrated in hospital systems, supporting administrative functions, improving accuracy, speed, and contributing to better patient care. The hospital also demonstrates strong organizational agility, with the ability to respond to changes and adapt processes, supported by flexible decision-making and management practices. Employees show strong work values through commitment, professionalism, and ethical behavior. The study found moderate relationships between AI adoption and organizational agility, as well as between organizational agility and work values, while the relationship between AI adoption and work values was low. Decision-making flexibility, together with AI adoption and organizational agility, significantly contributes to service innovation, highlighting the need to further optimize and sustain the strategic plan. In line with these findings, employees are encouraged to strengthen their adaptability and engagement with AI through continuous training and collaboration. Administrative and IT staff should enhance their technical skills to ensure effective system integration and support. Hospital management is advised to promote flexible decision-making, strengthen communication, and align work values with innovation goals. Future researchers are recommended to explore additional variables, use mixed methods, and conduct similar studies in other settings to further validate and expand the findings.

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