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Uncovering the Path to Successful Digital Performance through Digital Technology and Digital Culture as Moderation

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ABSTRACT

The main aim of the research is to detail the relationship between digital technology adoption and corporate performance indicators, paying particular attention to the way digital culture plays a key moderating role in this process. This research was conducted qualitatively through surveys and interviews. The informants used in this research were 3 informants. Survey and interview results show a large variety of answers from informants. From the results of the interviews, the dimensions and indicators forming the variables of digital technology, digital culture, and digital performance were obtained. A deep understanding of the complex relationship between digital technology, company performance, and digital culture is a key foundation for developing effective strategies. Digital technology influences digital performance, digital culture influences digital performance, and digital culture moderates the influence of digital technology on digital performance, respectively qualitatively. Companies are recommended to provide in-depth education and training to employees on the use of digital technology and its impact on company culture. Encourage employee acceptance and active involvement in digital transformation.

Keywords: Digital Technology, Digital Culture, Digital Performance

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INTRODUCTION

The era of digital revolution has involved businesses in profound changes, creating extraordinary transformations in the global business landscape. The rapid increase in the use of digital technology (Junaedi, Renaldo, Yovita, Veronica, & Jahrizal, 2023; Renaldo et al., 2022) is not just a shift, but an evolution that affects every aspect from business foundations to interactions with customers. Operational transformation is one of the most striking reflections of change. Business processes that previously might have taken days can now be completed in minutes, thanks to automation and the integration of digital technology (Astuti & Augustine, 2022). This not only increases efficiency but also provides faster responsiveness to market changes and customer needs. Businesses that can adapt quickly can be more competitive in an ever-changing environment (Farida & Setiawan, 2022).

However, the digital revolution is not only limited to the operational aspect. Its influence permeates every interaction with customers. The advent of digital technology (Marpaung et al., 2022) enables deeper personalization in the customer experience, from customer service to product development. Sophisticated data analysis allows companies to better understand customer preferences and behavior, opening up opportunities to create more tailored and relevant solutions. These changes also open up new, unprecedented opportunities. Businesses can explore innovative business models, integrating artificial intelligence, the Internet of Things (IoT), and other latest technologies (Sjödin et al., 2021). This not only creates new market share but also stimulates innovation at a higher level.

While these developments bring progress, they also challenge traditional paradigms in the business world. Companies must be ready to adapt quickly and continue to learn in order to optimize the benefits of this digital revolution. Creating an adaptive and innovative company culture is the key to success in facing continuous change. Thus, today's business landscape is the result of a rapid evolution in the use of digital technologies, which has not only transformed operational processes and customer interactions but also opened the door to new opportunities that challenge traditional business paradigms.

The digital revolution that has hit the business world has brought substantial changes, marking a monumental transition from conventional business models to a responsive digital era. As technology advances,

Proceeding of International Conference on Business Management and Accounting (ICOBIMA)
Volume 2, No. 1, November 2023, page 71-81
Online ISSN: 2988-5590 Print ISSN: 3021-7563

the transformation of operational processes takes center stage, delivering previously unimaginable efficiencies. Automation of routine tasks and system (Renaldo & Augustine, 2022) integration has cut the time required to complete a task, paving the way for faster response to ever-changing market dynamics. However, the impact of the digital revolution is not only limited to operational efficiency (Gaglio et al., 2022). The presence of digital technology has also penetrated the realm of interaction with customers, forming the foundation of a more in-depth and personalized customer experience. Companies can forge closer connections with their customers through personalizing services, understanding individual preferences, and providing more relevant solutions.

Revitalizing operational paradigms creates a dynamic business environment, spurring companies to not only adapt but also continue to innovate. This innovation opens the door to more progressive business models, leveraging artificial intelligence, advanced data analysis and other cutting-edge technologies. Businesses that are able to incorporate this technology in their strategy have the opportunity to lead and shape the industry of the future. Although the digital revolution has brought significant progress, its challenges are unavoidable. Companies must strive to build an organizational culture that is responsive to change, encourages creativity, and empowers employees to innovate. Flexibility and the ability to learn quickly are key to embracing and optimizing the benefits of digital change.

Thus, the digital revolution does not only touch the transformation of operational processes and customer interactions; it forms the basis for profound changes in the modern business world. Successful businesses are those that are able to look far into the future, applying digital technology as a catalyst for sustainable growth and adaptation. This research is directed at exploring the extent of the impact of digital technology on company performance (Zulkifli et al., 2023) while exploring the depth of the influence of digital culture as a key element in its moderating role. The focus is to carefully illustrate the extent to which the integration of digital technologies is capable of shaping changes in a company's operational and strategic performance, and the extent to which digital culture can direct or limit the effects of this technological revolution.

The main aim of the research is to detail the relationship between digital technology adoption and corporate performance indicators, paying particular attention to the way digital culture plays a key moderating role in this process. By involving digital culture variables as moderating factors, this research seeks to understand how digital values, norms, and behavior within a company can shape and modify the influence of digital technology on performance. Through this approach, this research not only provides a picture of how far companies have responded to digital technological change but also investigates the internal dynamics that can enhance or buffer that impact. By considering digital culture as a moderator, this research creates a foundation for understanding how a company's internal policies, practices, and values can color the effects of digital technology implementation.

Thus, this research aims to not only measure the impact of digital technology on company performance but also dig deeper to identify internal factors that may provide additional dimensions to the correlation. With an emphasis on digital culture as a moderator, this research has the potential to bring a richer understanding of the complexity of the interactions between digital technologies and firm performance. It is hoped that the results of this research will provide in-depth insight into the extent to which digital technology influences company performance, as well as how digital culture can moderate this relationship.

LITERATURE REVIEW

The Influence of Digital Technology on Digital Performance

Previous literature shows that the application of digital technology can improve operational efficiency, innovation, and company competitiveness. Existing literature highlights significant changes in the business landscape triggered by the adoption of digital technologies, giving rise to changes in operational processes, customer interactions, and overall business strategies. The main points of this discussion are:

1. Operational Process Transformation: Several studies have highlighted the positive impact of digital technology on a company's operational efficiency. The implementation of technologies such as process automation, big data analytics, and artificial intelligence has accelerated the execution of routine tasks, reduced operational costs, and increased productivity. Companies that effectively adopt digital technology tend to have more efficient operational processes (Perifanis & Kitsios, 2023).
2. Enhanced Customer Interaction: The adoption of digital technology has also significantly impacted the way companies interact with customers. Mobile apps, social media platforms, and e-commerce solutions have created a more personalized and responsive customer experience. Companies that focus on using digital

Proceeding of International Conference on Business Management and Accounting (ICOBIMA)
Volume 2, No. 1, November 2023, page 71-81
Online ISSN: 2988-5590 Print ISSN: 3021-7563

technology to improve customer interactions see increased customer satisfaction and loyalty (Dwivedi et al., 2021).

3. Adaptive Business Strategies: The literature also highlights changes in business strategies in response to digital technologies. Companies that integrate digital technology into their business strategy tend to be more adaptive to market changes and better able to identify new opportunities. Companies that adopt data-driven approach and predictive analytics can optimize their strategies and achieve competitive advantage (Verhoef et al., 2021).

The Role of Digital Culture

Digital culture, as a phenomenon that stretches from attitudes to employee behavior in adopting and integrating digital technology in the work environment, has become the core of organizational change in this era. This includes the values, norms, and norms of behavior that shape employees' collective view of digital technology and its role in achieving company goals. Employees' attitudes towards digital technology in the context of digital culture can reflect their level of acceptance and readiness to adapt. An inclusive and supportive digital culture provides space for employees to embrace change, stimulating their interest in adopting new technologies. On the other hand, a culture that is resistant to change can slow down the technology integration process and create obstacles to improving performance (Vuchkovski et al., 2023).

The values espoused in digital culture also play an important role in shaping employees' perceptions of the role of technology in the work context. If an organization emphasizes values such as innovation, collaboration, and flexibility, employees are likely to see technology as a tool to achieve shared goals. Conversely, if traditional values and resistance to change dominate, perceptions of technology may become more skeptical. Employee behavior in a digital cultural environment reflects the extent to which technology is adopted in daily work routines. Employees who feel comfortable with technology are more likely to integrate it into their daily tasks. On the other hand, a technology-averse culture may create barriers to the adoption of digital solutions, hampering an organization's ability to compete in an increasingly digital marketplace (Leal-Rodríguez et al., 2023).

Previous studies highlight that digital culture has the potential to modify the effects of digital technology on firm performance. It's not just about the mechanical adoption of technology, but also about how culture creates a context to encourage innovation, collaboration, and responsibility. Overall, the integration of digital technology into organizational culture creates a foundation for positive changes in performance, but the challenge lies in managing this cultural shift wisely and being responsive to dynamic changes in technology. Therefore, it is important to continue to explore and understand the role of digital culture in shaping the interaction between technology and company performance.

RESEARCH METHODOLOGY

Research Design

The process of collecting data through surveys and interviews from several companies covering various industrial sectors provides a strong methodological foundation for this research (Sekaran & Bougie, 2016). The carefully crafted research instrument includes questions designed to explore several key dimensions, namely the level of digital technology adoption, aspects of digital culture, and company performance indicators.

Data Collection Technique

Surveys are one of the main methods for understanding the extent to which companies have adopted digital technology. Questions in the survey may cover aspects such as the type of technology used, the level of integration in operational processes, and the barriers that may be encountered in its implementation (Gkrimpizi et al., 2023). This information (Chandra et al., 2018) can provide a deeper understanding of the extent to which companies have responded to the digital revolution.

Interviews, on the other hand, play an important role in eliciting more qualitative and in-depth views from respondents. The interview process can involve more focused questions about how digital technology has impacted internal interactions, how employees are responding to change, and how digital culture is reflected in everyday behavior. It provides rich context and narrative, giving nuance to the quantitative data obtained from the survey (Gill & Baillie, 2018).

The following are the questions that will be asked of informants in this research:

1. Digital Technology:
   a. How does your company measure the level of digital technology adoption? (DT1)

Proceeding of International Conference on Business Management and Accounting (ICOBIMA)
Volume 2, No. 1, November 2023, page 71-81
Online ISSN: 2988-5590 Print ISSN: 3021-7563

b. What types of digital technologies have been implemented, and how are they integrated into operational processes? (DT2)

c. How do companies evaluate the success of digital technology implementation in increasing efficiency or innovation? (DT3)

2. Digital Culture:

a. How would you describe digital culture in a company's work environment? (DC1)

b. How are the values and norms of digital culture reflected in daily interactions between employees? (DC2)

c. How can companies facilitate employee adaptation to cultural changes induced by digital technologies? (DC3)

3. Digital Performance:

a. What are the most significant company performance indicators that have improved since the adoption of digital technologies? (DP1)

b. How do companies measure the impact of digital technology on customer satisfaction? (DP2)

c. Can you provide a concrete example of how digital technology has impacted a company's revenue growth or operational efficiency? (DP3)

4. How does digital technology impact digital performance? (A1)

5. How does digital culture influence digital performance? (A2)

6. How does digital culture moderate the influence of digital technology on digital performance? (A3)

Thus, the combination of surveys and interviews, together with the establishment of a research instrument that covers important dimensions, provides a holistic framework for gaining in-depth insights into the influence of digital technology on company performance, taking into account the influence of digital culture as a moderating factor.

Data analysis

Qualitative analysis will be used in this research. Researchers will seek answers from informants and will then develop more effective measurement dimensions and indicators for use in quantitative research.

RESULTS AND DISCUSSION

Analysis of Informant Characteristics

Table 1. Characteristics of Informants

Information	Informant 1	Informant 2	Informant 3
Informant's Age	36 years old	42 years old	28 years
Company Age	14 years	8 years	16 years
Work	Middle manager	Senior manager	Middle manager
Company size	Intermediate	Big	Big
Type of business	Manufacture	Manufacture	Trading
Technology Readiness Level	Intermediate	High	High

Source: Recapitulation, 2023

Based on the results of the analysis of the informant's characteristics, it appears that the informant is of a suitable age to become a company manager. The company size of each representative is medium and large.

Interview Analysis Results

Table 2. Answers to Interview Questions

Question	Informant 1	Informant 2	Informant 3
DT1	Measurement of Number of Implementations:	Process Integration Evaluation: We assess the level of digital technology adoption with a focus on integration in	Employee Acceptance Level Assessment:

Proceeding of International Conference on Business Management and Accounting (ICOBIMA)
Volume 2, No. 1, November 2023, page 71-81
Online ISSN: 2988-5590 Print ISSN: 3021-7563

Question	Informant 1	Informant 2	Informant 3
	At our company, we measure the level of digital technology adoption by counting the number of technology solutions that have been implemented in various departments. We keep detailed records of every implementation, from data management systems to analytics platforms used in daily operations.	operational processes. Our team conducted a thorough evaluation to ensure that the adopted technologies were not only implemented in isolation but were also effectively integrated into our workflow, increasing efficiency and interdepartmental collaboration.	In line with the adoption of digital technology, we understand the importance of employee acceptance. Therefore, we use regular surveys and feedback to measure employee acceptance of these changes. We look at the extent to which employees feel comfortable and ready to adopt new technology in their daily tasks.
DT2	Diversification of Data Management Systems: In our company, we have implemented various types of digital technologies, including diversified data management systems. This system integration helps in faster and more accurate data processing, increasing efficiency in strategic decision-making.	Cloud Solutions for Affordability and Scalability: As part of our digital technology initiatives, we have adopted cloud solutions to store and manage data. The integration of cloud solutions enables easier access, affordability, and scalability needed to support our company's growth.	Utilization of Artificial Intelligence in Data Analysis: One of the significant steps we have taken is integrating artificial intelligence into our data analysis. This technology has been implemented in operational processes, enabling us to gain deeper insights and support smarter decision-making
DT3	Operational Efficiency Metrics: Our company evaluates the success of digital technology implementation through established operational efficiency metrics. We see improvements in task completion times, reduced errors, and overall efficiency in operational processes as indicators of successful technology implementation.	Product and Service Innovation: Evaluation of the success of digital technology implementation also includes product and service innovation. We measure the extent to which technology has provided a boost to the innovation process, both in the development of new products and in improving services to our customers.	Employee and Team Response: In addition to quantitative metrics, we also evaluate success through employee and team response to digital technology. Through feedback and active participation in training, we can assess the extent to which employees feel empowered and teams are encouraged to innovate.
DC1	Openness To Change: The digital culture at our company can be described as openness to change. Our employees drive innovation and are ready to adopt new technologies to improve the way we work. This culture creates an environment that is dynamic and responsive to technological developments.	Intensive Digital Collaboration: The digital culture at our company emphasizes intensive collaboration through digital platforms. Teams work in an integrated manner, sharing information and ideas through a variety of digital tools. Openness to collaborate virtually is a value embedded in our culture.	Driving Innovation and Creativity: Our digital culture provides a strong impetus for innovation and creativity. Employees are encouraged to think outside the box, create new solutions, and contribute to technology development. Initiatives and ideas are valued, creating a dynamic and future-oriented culture.
DC2	Unlimited Openness and Collaboration: The values of openness are reflected in daily interactions, where employees feel comfortable sharing ideas and providing feedback openly. Seamless collaboration is becoming the norm, with employees recognizing the value of sharing information and working together to achieve common goals.	Digital Responsibility: The value of digital responsibility is reflected in employees' daily actions in using technology. They are aware of the impact of their digital actions, such as data security and privacy. These norms create an environment that values responsibility in the use of technology.	Digital Inclusivity: A culture of digital inclusivity is reflected in daily interactions where all employees feel encouraged to participate. These norms emphasize the values of equality and fairness in the use of technology, creating a space where each individual's voice is valued.
DC3	Ongoing Training and Development: Our company facilitates employee adaptation by providing continuous training and development programs. This includes regular training to improve employees' technical and digital skills, helping them keep up with technological developments.	Support and Mentoring Resources: There are support resources available for employees who need help adapting to the changing digital culture. A mentoring program was implemented to provide peer-to-peer guidance and support, facilitating the adaptation process.	Open and Continuous Communication: Open and continuous communication is key in facilitating employee adaptation. Companies regularly communicate about digital culture change, providing insight into its goals and benefits. Communication forums such as regular meetings and digital platforms are used to open dialogue between management and employees.
DP1	Operational Efficiency: The most significant company performance indicator that has improved since the adoption of digital	Customer satisfaction: Customer satisfaction has become the main focus after the adoption of digital technology. We saw significant	Product and Service Innovation: The increase in product and service innovation is a striking indicator of corporate performance since the

Proceeding of International Conference on Business Management and Accounting (ICOBIMA)
Volume 2, No. 1, November 2023, page 71-81
Online ISSN: 2988-5590 Print ISSN: 3021-7563

Question	Informant 1	Informant 2	Informant 3
	technology is operational efficiency. We noted consistent improvements in task completion times, error reduction, and overall efficiency in daily operational processes. Revenue Growth: Revenue growth is the most significant performance indicator we have experienced since the adoption of digital technology. We have successfully leveraged technology to achieve operational efficiencies, respond more quickly to market needs, and generate stable revenue growth.	improvements in customer satisfaction indicators, largely due to our ability to provide more responsive and personalized service through technology solutions.	adoption of digital technology. Technology has opened the door to the development of new products and service updates that better meet customer needs.
DP2	Digital Customer Satisfaction Survey: Our company measures the impact of digital technology on customer satisfaction through special surveys conducted digitally. Questions in the survey covered customer experience with technology solutions, service responsiveness, and ease of use of our digital platforms.	Social Media Sentiment Analysis: We use social media sentiment analysis to understand the impact of digital technology on customer perceptions. Through data analysis tools, we monitor positive and negative feedback on social media platforms to measure customer satisfaction levels. Automated Feedback System: An automated feedback system has been implemented to measure the impact of digital technology in real time. Customers can provide immediate feedback after interacting with our services or digital products, providing a quick snapshot of their level of satisfaction.	Online Engagement Metrics: Online interaction metrics, such as the level of customer engagement in our digital platforms, provide insight into the impact of digital technology on customer satisfaction. We measure customer engagement, feedback, and retention rates through online-generated data.
DP3	Example of Revenue Growth: As a concrete example of revenue growth, the implementation of a digitally integrated e-commerce system has made a major contribution. With an efficient e-commerce platform, we can reach a wider customer base globally. Optimized purchasing processes, personalization of customer experiences, and use of data analytics to investigate consumer trends have increased conversions and increased revenue substantially.	Example of Operational Efficiency: In terms of operational efficiency, the adoption of digital technology-based supply chain management solutions is a clear example of how our company improves efficiency. This system enables real-time monitoring of the entire supply chain, identifying potential bottlenecks, and optimizing production processes. The use of this technology has reduced production cycle times, reduced error rates, and overall improved operational efficiency significantly.	Example of Revenue Growth: Implementing sophisticated digital marketing strategies is a clear example of how digital technology has contributed to revenue growth. By leveraging data analytics and online advertising platforms, our company can craft campaigns that are highly measurable and tailored to the needs of the target market. As a result, we saw significant increases in customer acquisition, product sales, and overall revenue increases. Example of Operational Efficiency: Implementing a business process management system based on cloud technology is an example of how operational efficiency can be improved. This system enables better team collaboration, real-time data access, and more effective project monitoring. As a result, teams can work more efficiently, shorten project completion times, and optimize overall company resources.
A1	Increased Operational Efficiency:	Customer Experience Elevation:	Increased Innovation and Responsiveness:

Proceeding of International Conference on Business Management and Accounting (ICOBIMA)
Volume 2, No. 1, November 2023, page 71-81
Online ISSN: 2988-5590 Print ISSN: 3021-7563

Question	Informant 1	Informant 2	Informant 3
	Digital technology positively influences digital performance through increased operational efficiency. Process automation, system integration, and data analytics enable companies to perform tasks more quickly and efficiently, increasing productivity and optimizing resource use.	The impact of digital technology on digital performance is also reflected in enhanced customer experience. Digital solutions such as responsive e-commerce platforms, AI-based customer service, and content personalization help create more positive interactions, increase customer satisfaction, and strengthen loyalty.	Digital technology drives innovation and responsiveness in digital performance. By leveraging artificial intelligence, big data, and other emerging technologies, companies can respond more quickly to market changes, identify new opportunities, and create innovative products or services, securing a competitive position in this digital era.
A2	Facilitate Sustainable Innovation: A digital culture that supports innovation creates an environment where employees feel comfortable thinking outside traditional boundaries. This encourages teams to create creative solutions, spurring digital performance through the development of more innovative products or services.	Effective Collaboration and Communication: A digital culture that emphasizes collaboration and digital communication creates a smooth and efficient flow of information. Employees can collaborate in real-time via digital platforms, improving coordination between teams and speeding up the decision-making process, which directly impacts digital performance.	Adapt To Change Quickly: A digital culture that is responsive to change creates the flexibility needed to face the dynamics of the digital market. Employees who are comfortable with change and constant learning can adapt new best practices and the latest technologies, increasing the company's ability to perform digitally.
A3	Strengthening Collaboration and Innovation: A strong digital culture can moderate the influence of digital technology by strengthening collaboration and innovation. If employees feel encouraged to share ideas and work together via digital platforms, digital technology can more effectively facilitate creative processes and improve innovative performance.	Changes in Work Norms: Digital culture can moderate the influence of technology by establishing work norms that view technology as a tool to change the way we work. If the culture promotes acceptance of change and adaptation to new technologies, the positive impact of technology on digital performance can be enhanced.	Emphasis on Digital Responsibility: A digital culture that encourages digital responsibility can moderate the influence of technology by placing technology use in an ethical and sustainable context. If employees are taught to use technology responsibly and consider its social impact, this can strengthen technology's positive influence on digital performance.

Source: Interview results, 2023

From the results of these interviews, dimensions and indicators for quantitative research can be formed as in Table 3.

Table 3. Development of Dimensions and Indicators

Variable	Dimensions	Indicator
Digital Technology	Digital implementation	Implemented digital technology solutions
		Comprehensive adoption of digital technology
	Evaluation of process integration	Integration of digital technology in operational processes
		Implementation of digital technology increases efficiency and collaboration between departments
	Employee acceptance rate	Regular surveys and feedback to employees
		Employees feel comfortable and ready to adopt technology
	Diversify data management systems	Diversified data management system
		Faster and more accurate data processing
	Cloud Technology	Adopt cloud solutions to store and manage data
		Easier access, affordability, and scalability
	Artificial intelligence	Integrating artificial intelligence in data analysis
		Deep insights and support intelligent decision-making
Digital Culture	Openness to change	Employees encourage innovation and are ready to adopt new technology
		A dynamic environment that is responsive to technological developments
	Digital collaboration	Work in an integrated manner, sharing information and ideas through various digital tools.
		Virtual collaboration
	Innovation and creativity	Employees think outside the box, creating new solutions
		Initiatives and ideas are appreciated
		Creating a dynamic culture and future orientation
	Unlimited openness and collaboration	Employees are comfortable sharing ideas and providing feedback openly
		Employees recognize the value of sharing information and working to achieve common goals
	Digital responsibility	Employees are aware of the impact of digital actions
		Create an environment that respects the responsible use of technology
	Digital	Employees feel encouraged to participate

Proceeding of International Conference on Business Management and Accounting (ICOBIMA)
Volume 2, No. 1, November 2023, page 71-81
Online ISSN: 2988-5590 Print ISSN: 3021-7563

Variable	Dimensions	Indicator
	inclusivity	Values of equality and justice in the use of technology,
Digital Performance	Operational efficiency	Consistent improvement in task completion time
		Overall efficiency in daily operational processes
	Customer satisfaction	Improvement in customer satisfaction indicators
		Providing more responsive and personalized services through technology solutions
		Analyze social media sentiment to understand the impact of digital technology on customer perception
	Product and service innovation	Technology helps develop new products
		Service updates better meet customer needs
	Digital customer satisfaction	Special surveys are conducted digitally
		Customer experience with technology solutions
	Online interaction metrics	Level of customer engagement in digital platforms
		Measuring customer engagement, feedback, and retention rates through online-generated data

Source: Processed data, 2023

The development of these dimensions and indicators was made with the argument that comprehensive adoption of digital technology is crucial as it enhances operational efficiency, reduces manual errors, and enables organizations to stay competitive in a rapidly evolving digital landscape. Integration of digital technology in operational processes not only streamlines workflows but also fosters collaboration between departments, leading to a more cohesive and efficient organizational structure (Adomako & Nguyen, 2023).

An organization's success with digital transformation heavily relies on employee buy-in. Regular surveys and feedback contribute to a positive culture where employees feel comfortable and ready to embrace technology, leading to increased productivity and innovation. Diversified data management (Renaldo & Murwaningsari, 2023) systems contribute to faster and more accurate data processing. This not only enhances decision-making capabilities but also ensures the reliability and security of crucial organizational information (Nyoto et al., 2023).

Adopting cloud solutions provides easier access, affordability, and scalability. It enables organizations to adapt to changing business needs, fosters collaboration, and facilitates remote work, contributing to overall operational flexibility. Integrating artificial intelligence in data analysis provides deep insights and supports intelligent decision-making. This enhances the organization's ability to identify trends, make data-driven decisions, and gain a competitive edge (Aldoseri et al., 2023).

An organizational culture that encourages innovation and embraces new technology fosters a dynamic environment responsive to technological developments (Zhang et al., 2023). This not only attracts top talent but also positions the organization as an industry leader. Working in an integrated manner and sharing information through digital tools fosters virtual collaboration, breaking down silos and promoting a culture of transparency, efficiency, and innovation.

Creating a dynamic culture that values and appreciates employee initiatives and ideas fosters innovation and creativity. This, in turn, leads to the development of new solutions and a future-oriented approach. An environment where employees feel comfortable sharing ideas openly and recognize the value of collaboration promotes a culture of trust, teamwork, and collective achievement, driving organizational success.

CONCLUSION

Conclusion

Developing effective strategies in the digital era requires a deep understanding of the complex relationship between digital technology, company performance, and digital culture. This viewpoint provides an important basis for designing a holistic and sustainable approach, recognizing that digital technologies are not just tools, but also create dynamics involving organizational culture and performance. In this context, companies need to realize that investment in digital technology is not only limited to software or hardware implementation. Rather, it is a step towards a profound cultural transformation. A strong digital culture involves the involvement of the entire organization in adopting and integrating digital technologies into daily operations.

One crucial aspect of this relationship is how digital technology can embrace and shape corporate culture. A company that adopts digital technology successfully typically creates an environment where innovation is encouraged, collaboration is enhanced, and adaptability is prioritized. This is the essence of effective digital transformation, not just changing the way a business operates, but also embedding those changes into cultural values and norms. In the journey towards a sustainable digital culture, corporate leadership plays a key role.

Leaders who are visionary and future-oriented can motivate employees to adopt change, accelerate the digital technology learning curve, and imbibe cultural values that support transformation.

In addition, company performance evaluation must also be expanded to include digital dimensions. This includes not only traditional financial metrics, but also digital performance indicators, such as technology adoption rates, speed of innovation, and response to digital market changes. By understanding that digital technology, organizational culture, and company performance are interrelated, companies can develop a comprehensive strategy. This holistic thinking creates the foundation for sustainable growth and sustainability in an ever-evolving digital era.

Implications

The following are several steps to optimize the benefits of digital technology in the context of organizational culture to improve company performance:

1. Needs and Challenges Analysis: Carry out a thorough analysis of the company's needs and challenges in adopting digital technology. Understand employee needs, operational processes, and company strategic goals.
2. Integrating Digital Culture in Technology Strategy: Insert digital cultural values and norms in technology adoption strategies. Ensure that the technology adopted is in line with the organizational culture, creating synergy between digital innovation and company values.

Limitations

This research has limitations such as the generalization of results because it focuses on the specific context and characteristics of a particular company or industry. The results are not directly applicable to different contexts. Limited research time, the rapid development of digital technology, and changes in organizational culture can make research results outdated or not cover significant changes. External changes such as regulatory changes, market conditions, or global events can have an impact on a company's performance that cannot be completely controlled or predicted.

Recommendation

The recommendations that can be given from this research are:

1. Employee Education and Training: Provide in-depth education and training to employees on the use of digital technology and its impact on company culture. Encourage employee acceptance and active involvement in digital transformation.
2. Building Digital Ethical Awareness: Focus on building digital ethical awareness within the organizational culture. Emphasize the responsible use of technology and the importance of maintaining data security and privacy.
3. Performance Monitoring and Evaluation: Implement a performance monitoring and evaluation system that takes into account company performance indicators relevant to digital technology. Use data to understand the impact of technology on productivity, efficiency, and innovation.
4. Employee Empowerment: Focuses on empowering employees to take an active role in the digital transformation process. Encourage employee involvement in technology decisions and provide space for innovative ideas.
5. Flexibility and Adaptability: Build an organizational culture that is flexible and adaptive to change. Technology is constantly evolving, and companies need to be ready to adapt quickly. Support the organization's initiative and ability to adopt new technologies.
6. Maintain Open Communication: Maintain open communication between management and employees. Discuss the cultural changes that may occur with technology adoption and create communication channels that facilitate the exchange of ideas and feedback.
7. Building Digital Literacy (Junaedi, Renaldo, Yovita, Veronica, & Sudarno, 2023): Learn from trusted sources, improve information searching skills, improve analytical skills.

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