

The Role of Information Technology and Organizational Culture in Improving Employee Performance

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Abstract. This research dives into the complex dynamics between information technology, organizational culture, and employees at *bfreshgigi*, a dental health company that is transforming in the digital era. Through in-depth interviews with six employees from various positions, the study reveals how information technology is not just a tool, but a fundamental game changer. Organizational culture emerged as a critical counterweight, sometimes supporting innovation, but sometimes hampered by hierarchical structures. Employee performance was found to go far beyond mere productivity, encompassing adaptability and creativity. The findings suggest that alignment between technology, culture and performance is critical; when aligned, the results are outstanding, but imbalances can trigger stress and demoralization. This study not only enriches theoretical understanding but also offers practical insights for organizations struggling with digital transformation.

Keywords: Information Technology, Organizational Culture, Employee Performance, Digital Transformation, Dental Health

1 Introduction

The rapid development in the digital era has made the role of Information Technology (IT), Information Technology includes various types of technology used to process and transmit information electronically[1] which was once only seen as an operational support tool, has now been transformed into a major catalyst in the revolution of Human Resources (HR) management. Information technology enables organizations to discover new business strategies[2] . Meanwhile, Organizational Culture continues to play a crucial role in shaping a company's identity, character and work ethic.

Information Technology, with its ability to process and transmit information electronically, has fundamentally changed the business landscape. The use of information technology can have a positive impact on employee performance[3] From sophisticated performance management systems to collaboration platforms that enable remote working, IT not only opens up new opportunities but also creates unique challenges in HR management. Information systems and information technology can be utilized effectively by contributing to improved performance, ensuring every member of the company is able to use and operate the technology . [4]

Meanwhile, organizational culture is a framework that guides employees' daily behavior and decision-making, directing their actions to achieve organizational goals[5] . Organizational culture is a set of basic assumptions and beliefs shared by members of the organization in overcoming the problems of adjusting to the external environment and internal integration problems[6] . Organizational culture that continues to evolve along with changes at the top management level must always be socialized so that it becomes part of daily work behavior[7] . Organizational culture is believed to be an asset. At the very least, organizational culture acts as a sense of internal integration[8] . Organizational culture sets a framework that influences the decisions, motivations, and relationships of organizational members[9] . organizational culture can be the basis of adaptation and the key to organizational success so many research conducted to identify values or norms of behavior that can contribute . [10]

Employee performance can be one of the benchmarks of how human resources exist in a company[11] . Good employee performance will make the company experience an increase and get results in accordance with the wishes of the company[12] . Employee performance is measured by the work achievements obtained by each employee according to their duties and responsibilities[13] . Employee performance is seen from the level of accuracy to complete a job[14] . Employee performance, which is the result of complex interactions between individuals, technology, and the organizational environment, is now a major focus in efforts to increase company

productivity and competitiveness. In this context, an in-depth understanding of how IT and organizational culture interact to influence employee performance is crucial.

While past research has attempted to examine the relationship between IT, organizational culture and employee performance through quantitative approaches, there are still gaps in our understanding of these complex dynamics. Quantitative approaches, while useful in identifying trends and correlations, often fail to capture the nuances, context and subjective experiences that make up organizational reality. Hence, there is an urgent need to understand more deeply how IT and organizational culture interact and influence employee performance in the context of modern organizations.

This research is important to conduct at *bfreshgigi* because there is a gap in the literature regarding the role of Information Technology and Organizational Culture on Employee Performance, especially in the dental health industry which has unique characteristics. Most previous research uses a quantitative approach that focuses more on measuring the relationship between variables without delving into the subjective experiences and specific contexts that influence these results. This approach often fails to capture the nuances and dynamics that occur within the organization, especially how the implementation of Information Technology is accepted by employees at various levels and how organizational culture can moderate the impact of Information Technology on their performance. In addition, the dental health industry itself, including *bfreshgigi*, is less explored in studies related to Information Technology and organizational culture, even though this industry has different challenges and needs from other sectors such as high technology or services. With strict regulations, the need for patient data privacy, and specific work dynamics, it is important to understand how IT and organizational culture play a role in this context.

Rapid digital transformation also has an impact on employee performance, but there is limited understanding of how these technological changes contribute to work dynamics and culture within organizations. This study seeks to fill this gap by exploring the complex interaction between Information Technology and organizational culture at *bfreshgigi* and its impact on employee performance. The focus of this research is also on the employee perspective, which is often overlooked in previous studies that emphasize the management view. By digging deeper into the experiences and perceptions of employees at *bfreshgigi*, this research is expected to provide richer and more contextual insights into how Information Technology and organizational culture influence each other and how this interaction can be optimized to improve employee performance in the company. This research will not only provide in-depth theoretical contributions but also offer relevant practical guidance for management in facing challenges and capitalizing on opportunities in the digital age.

2 Literature Review

2.1 Information Technology in an Organizational Context

The development of information technology has had an impact on people's lives[15]. The development of information technology is currently so rapid that it penetrates almost every aspect of human life, from the simplest to the latest . [16] Information and communication technology is a collection of instruments that include hardware and software used in activities related to processing, manipulation, processing, and transfer or transfer of information between media[17]. The use of information technology is a means of supporting / encouraging organizations in achieving organizational goals[18]. Information Technology (IT) in organizations has become a very influential and integral factor in shaping the way an organization functions and develops. From its humble beginnings as a tool to speed up and automate administrative processes, IT has now evolved into a key element that not only supports operations, but also becomes a key driver in business strategy and innovation. Over time, IT is no longer just hardware and software separated from the core business, but has been integrated into all aspects of an organization's operations. In every line of business, IT plays a crucial role in optimizing work processes, improving communication quality, and supporting faster and more accurate decision-making.

In a broader context, IT also drives organizational transformation through digitization that enables fundamental changes in the way organizations operate. IT becomes the foundation of a digital infrastructure that enables the creation of new business models, encourages more effective collaboration, and opens up opportunities for continuous innovation. Therefore, understanding the role and impact of IT in organizations is important, as IT is not just a tool, but also a strategic partner in achieving long-term goals and organizational success.

2.2 Organizational Culture

Organizational culture is a pattern of basic assumptions created or developed by a particular group[19]. Organizational culture is the foundation that forms the identity and characteristics of an organization. It is a collection of values, beliefs, and norms that are shared by members of the organization, which then influence the way they think, act, and interact with each other. Organizational culture also wants to impact the ease and effectiveness and empowerment of the workforce in an organization [20]. Organizational culture plays an important role in improving effective performance in an organization[21]. Organizational culture, which refers

to the values, beliefs, and norms within a startup, has a significant and positive impact on performance[22] . A strong culture can be a significant driving force in creating a productive, innovative, and cooperative work environment.

In a constantly evolving business environment, organizational culture plays an important role in adaptation to external and internal changes. A flexible and adaptive culture enables organizations to face new challenges, respond quickly to market changes, and remain competitive. In the digital age, the importance of organizational culture is increasing as organizations must adapt to new technologies, more distributed ways of working, and the need to collaborate virtually. An organizational culture that supports innovation, continuous learning, and collaboration will provide a competitive advantage.

2.3 Employee Performance

Employee performance is one of the main indicators of organizational success. Employee performance can describe the quality of employee work, quantity or achievement of goals, completion of predetermined tasks[23] . Employee performance can also be influenced by work discipline[24] . It reflects the extent to which individuals in the organization are able to achieve the goals that have been set, as well as how they contribute to the effectiveness and efficiency of the organization as a whole. Employee performance is an individual thing, because each employee has a different level of ability to do their job[25] . Employee performance is not only measured by the results of their work, but also by how they complete their tasks, how they cooperate with coworkers, and how they adapt to change.

The factors that influence employee performance are diverse and complex, including motivation, skills, and work environment. Performance will be optimal if an organization can determine employees who have the motivation and intelligence with the work he will do so that the objectives of the work can be achieved and run well[26] . Employee performance can increase if there is a good example of a leader must be able to motivate employees and always pay attention to the wishes of employees at work[27] . These factors must be managed properly by the organization to ensure employees can reach their maximum potential. In the digital era, the demands on employee performance are also changing, with greater emphasis on the ability to work flexibly, collaborate virtually, and have high digital literacy.

2.4 Interaction between Information Technology, Organizational Culture, and Employee Performance

The relationship between Information Technology, organizational culture, and employee performance is an important topic to understand in the context of modern organizations. IT can be a catalyst for improving work productivity and efficiency, but its effectiveness depends largely on how it is integrated into the organizational culture. A culture that supports change and innovation will more readily accept and utilize IT to improve employee performance. Conversely, a culture that is resistant to change can inhibit the full potential of IT, preventing employee performance from reaching optimal levels.

The synergy between IT and organizational culture can create an environment conducive to innovation and performance improvement. IT provides the tools needed to improve work efficiency and effectiveness, while organizational culture provides the framework that supports the optimal use of IT. Thus, understanding and managing the interaction between IT, organizational culture, and employee performance is key to achieving organizational success in this digital age.

3 Methods

3.1 Research Approach

This research used a qualitative approach with a case study design at *bfreshgigi*. This approach was chosen for its ability to explore complex phenomena in a natural context. Case studies allow researchers to investigate the interaction between Information Technology (IT), organizational culture, and employee performance in depth in a specific context.

3.2 Location and Research Subjects

The research was conducted at *bfreshgigi*, a company engaged in dental health. The research subjects were selected using purposive sampling technique, with the criteria of permanent employees of *bfreshgigi* who have worked for at least one year and are directly involved in the use of IT in daily work. The total research subjects were six people, who were selected as *key informants*. Participant profiles include IT Manager, Marketing Staff, Dentist, Administrative Staff, Customer Service Supervisor, and Dentist Assistant. These participants were

selected to provide rich and diverse insights into the use of IT and its impact on employee performance in various positions.

3.3 Data Collection Technique

Data was collected through in-depth interviews, participant observation and document analysis. Semi-structured interviews were conducted with each *key informant*, exploring their views on the use of IT at work and its impact on their performance. Observations were conducted in the work environment to capture the day-to-day dynamics of IT usage. In addition, internal company documents were analyzed to provide additional context and strengthen the findings from the interviews and observations.

3.4 Data Analysis

The collected data was analyzed using thematic analysis techniques. This process involved transcribing the interviews, tagging emerging themes, and interpreting the meaning behind the thematic patterns. The analysis was conducted iteratively, with the researcher continually returning to the data to ensure proper and in-depth interpretation. A process of triangulating data from interviews, observations and documents was conducted to enhance the validity of the findings, by comparing information from different sources to find significant congruence or differences.

4 Results And Discussions

4.1 The Role of Information Technology in Improving Employee Performance

4.1.1 Basic Theoretical Discussion

The role of information technology (IT) in modern organizations is increasingly becoming a major factor influencing business success. From a human resource management perspective, IT acts as a major catalyst in improving operational efficiency and work productivity. Based on recent research from Venkatesh et al. (2021), employee perceptions of the ease of use and benefits of technology play a significant role in increasing technology adoption and acceptance. Information technology not only facilitates process automation, but also improves data integration and speeds up communication, all of which contribute to improved decision-making and reduced manual workload.

On the other hand, Laudon's (2020) managerial information system theory emphasizes that IT is not just an operational support tool, but also acts as a platform that encourages creativity and innovation among employees. The use of IT-based management systems allows organizations to respond to market changes more quickly and effectively, and improve employee performance by providing more accurate and timely access to information.

Research by Brynjolfsson and McAfee (2021) reveals that the adoption of the right technology plays a role in increasing employee output, even without having to increase the workforce. Technology also supports collaboration across functions and geographies, reinforcing more dynamic and efficient teamwork. In an IT-enabled work environment, employees have a greater opportunity to focus on value-added activities, such as product innovation and service development, as opposed to manual or repetitive tasks.

4.1.2 Research Results

The expected results of the implementation of information technology at *bfreshgigi* are diverse and substantial. One of the implementations that has been done is in the process of employee recruitment and training in the HR department. *Bfreshgigi* has adopted a Learning Management System (LMS) for employee development, which has had a major impact on performance.

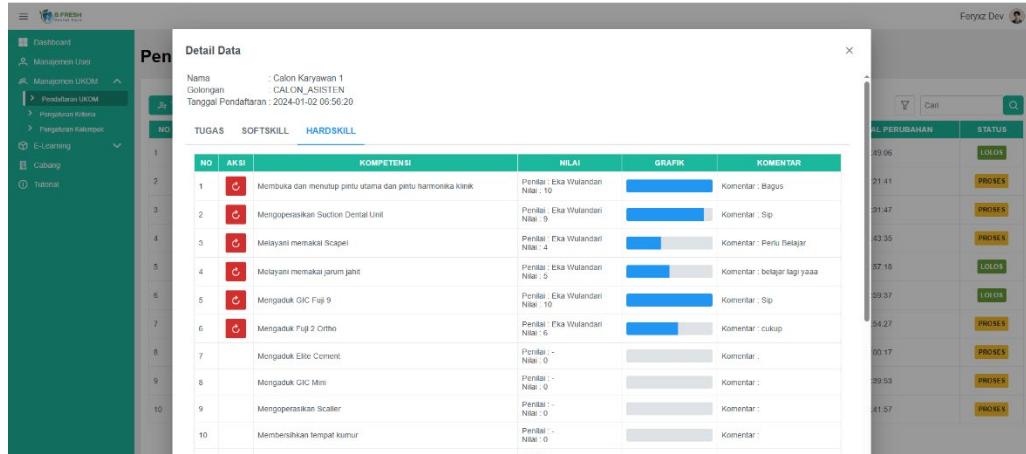


Figure 1. Physician and Assistant Employee Recruitment System

The implementation of the Employee Recruitment System at *Bfreshgigi* has changed the company's approach to the recruitment process of dentists and assistants. The system provides an integrated platform that allows the HR team to effectively manage the entire recruitment process. Key features of the system include job posting management, automated resume screening, interview scheduling, and candidate status tracking. Through interviews with HR managers, it was revealed that the system has improved their ability to identify candidates who not only have the necessary technical qualifications but also fit the company culture. A hiring manager stated, "The system helps us look deeper into the personal aspects of candidates, which is very important in a patient-oriented dental practice environment."

Newly recruited dentists reported positive experiences with a more transparent and responsive application process. One of the new dentists commented, "During the recruitment process, I felt completely at ease with my daily activities. I gained a deep understanding of the vision and values of *Bfreshgigi*."

Observations of interview sessions facilitated by these systems indicated more structured interactions between interviewers and candidates, with a focus on discussion of clinical scenarios and exploration of communication skills. However, some respondents also emphasized the importance of maintaining a balance between the use of technology and human judgment in the final selection process.

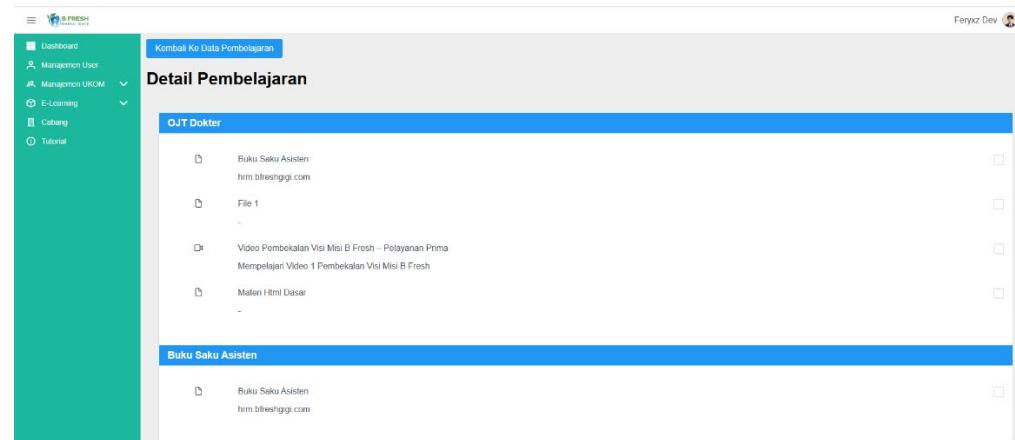


Figure 1. Learning Management System

With an integrated IT system, employees can complete administrative tasks that previously took two weeks in just one day through available dashboards. For example, manual recapitulation that previously took days can now be done in real-time. Not only that, the problem of documents that are often lost and piled up can now be resolved, and consolidation between branches, both within and outside the city, becomes more effective and efficient.

The implementation of a Learning Management System (LMS) at *Bfreshgigi* has brought about a change in the company's approach to continuous professional development. The LMS provides a comprehensive platform to manage, track and deliver learning materials online to dentists, assistants and other staff. The qualitative analysis revealed several key themes that emerged from in-depth interviews with LMS users. These themes included a more meaningful continuous learning experience, perceived ease of accessing up-to-date training materials, and a stronger sense of connection among dental professionals.

A senior dentist at *Bfreshgigi* stated, "The LMS has changed the way we view professional development. Now, we feel more connected to the latest developments in dentistry, even in the midst of our busy daily practice." Another dental assistant added, "The online discussion forum in the LMS gives us a space to share experiences and discuss challenging cases with colleagues." Participant observation showed staff enthusiasm for the interactive features of the LMS, such as simulated dental procedures and interactive quizzes, which they felt enriched their learning experience. Nonetheless, some challenges were revealed, including the need for additional support for staff who were less comfortable with digital technology. The implementation of this LMS not only improved access to learning materials, but also encouraged a culture of continuous learning at *Bfreshgigi*.

Interviews with informants at *bfreshgigi* show that information technology integration plays a very important role in improving employee performance in various departments. Informant 1, the IT Manager, emphasized that the integrated patient management system allows employees to access patient data in real-time, from medical history to payment. IT plays a role in speeding up administrative processes, improving work accuracy, and minimizing errors from manual procedures.

In marketing, Informant 2 stated that technology plays a role in enabling them to track campaign effectiveness more accurately. The use of digital analytics platforms contributes to improved work efficiency and accuracy in decision-making, especially in responding to dynamic market needs. In addition, digital imaging technology used by dentists (Informant 3) plays a role in speeding up and improving the accuracy of diagnosis, while facilitating better communication between doctors and patients.

The use of orthodontic software by dental assistants (Informant 6) helps in planning treatment with more concrete visualization for patients. From the administrative sector, IT plays a role in simplifying operational processes such as appointment scheduling and bill management. With an integrated IT system, employees in various departments can now work more efficiently, speeding up work processes and improving the quality of work output.

4.2 The Role of Organizational Culture in Improving Employee Performance

4.2.1 Theoretical Discussion

According to Schein (2020), organizational culture is created from basic assumptions that are shared by organizational members and reflected in values, norms, and daily behavior. A strong culture is able to create a supportive work environment, where employees feel more motivated and engaged in achieving organizational goals. Robbins and Judge (2020) added that an organizational culture that encourages innovation and continuous learning plays a more effective role in improving employee performance.

In the perspective of Cameron and Quinn's Competing Values Framework (2020), an organizational culture that focuses on innovation and flexibility allows the organization to be more adaptive to changes in the external environment. This culture also plays a role in creating an environment that supports collaboration and open communication, which is crucial in improving employee productivity and performance. In addition, a culture that emphasizes continuous learning allows employees to continuously develop their skills in line with technological developments and dynamic business needs.

Research by Denison (2020) shows that a strong organizational culture plays a role in improving employee performance through increased job satisfaction, loyalty, and commitment to company goals. A culture that is inclusive and open to change can also accelerate the innovation process and encourage employees to continue learning and developing.

4.2.2 Research Results

Interviews with informants at *bfreshgigi* show that the organizational culture that exists in this company plays an important role in supporting employee performance. Informant 1 revealed that the culture of innovation at *bfreshgigi* encourages employees to constantly seek new solutions and adopt new technologies without fear of failure. This culture creates an environment that supports creativity and experimentation, where every idea that has the potential to improve company performance is supported by management.

A culture of continuous learning is also one of the key pillars at *bfreshgigi*. Informant 4 emphasized that the company provides various training and mentoring programs to help employees develop new skills, especially in adopting new technologies. This ensures that the technology transition can go smoothly, without compromising employee productivity.

Inter-departmental collaboration is also an important element in *bfreshgigi*'s culture. Informant 3 mentioned that a collaborative work culture allows clinical and non-clinical teams to work together to solve complex problems, especially when new technologies are introduced. This collaboration not only improves work efficiency, but also creates a more inclusive work atmosphere and supports innovation.

An organizational culture that focuses on customer satisfaction is also a key cornerstone at *bfreshgigi*. Informants 5 and 6 explained that every action taken in the company is based on how it contributes to improving the patient experience. Leaders at *bfreshgigi* fully support this culture by setting an example in technology adoption and encouraging new ideas that focus on improving service quality.

5 Conclusion

This research highlights how the application of Information Technology and the strengthening of organizational culture at *bfreshgigi* have created a dynamic and mutually supportive work ecosystem. Information Technology is not just a tool; it has become the main catalyst in transforming the way employees work, from previously manual and time-consuming, to more efficient and integrated. Employees are no longer stuck in boring repetitive tasks, but are empowered to focus on more strategic and innovative activities. With this technology in place, bottlenecks such as administrative errors and lack of coordination between branches can be better addressed, enabling significant efficiency across the organization. At the same time, an organizational culture that encourages innovation and continuous learning has become a strong foundation for employees to constantly evolve and adapt to change. Through this culture, *bfreshgigi* has successfully created a work environment that supports creativity, collaboration, and higher commitment from employees.

However, this success is not free from challenges. While the integration of technology and a strong organizational culture has brought much progress, there is a risk of imbalance that can affect employee morale if not managed properly. When expectations for rapid adaptation to technology meet a rigid hierarchical structure, the potential for stress and dissatisfaction can increase. Therefore, it is imperative for *bfreshgigi* to continuously evaluate and adjust strategies on an ongoing basis, ensuring that every element in this work ecosystem remains aligned and supportive of one another. In this way, *bfreshgigi* will not only be able to maintain high levels of efficiency and innovation, but also create a healthy and fulfilling work environment for all employees, so that the company's long-term goals can be better achieved.

This research has some limitations that need to be considered. As a single case study focusing on *bfreshgigi*, the findings of this research may have limited generalizability to other organizational contexts, especially those operating in different industries or scales. Although efforts have been made to minimize bias, the researcher's subjective interpretation may affect the results of qualitative data analysis. Time constraints are also an important factor, given that this study only provides a snapshot at one specific point in time, while the interaction between IT, organizational culture, and employee performance is a dynamic phenomenon and continues to evolve over time. In addition, the limited number of participants may not fully represent the diversity of perspectives within the organization. Limitations in the data collection method, which relied solely on interviews, may also limit the depth of understanding of the day-to-day practices and complex interactions between IT, culture and performance.

From the limitations that have been mentioned, suggestions for future research are For future research, there are several steps that can be taken to deepen understanding of this topic. Adopting a longitudinal approach would be beneficial to observe how the interactions between information technology, organizational culture, and employee performance evolve over time. This approach will provide greater insight into the dynamic changes that occur over the long term and their impact on outcomes. In addition, conducting a comparative study covering a range of organizations from different industries can broaden our understanding of how diverse contexts influence these dynamics. As such, we can identify patterns and variations that may not be apparent in studies limited to a single organization.

Integrating mixed methods, which combine qualitative with quantitative data, will also increase the validity of the research findings. A combination of in-depth interviews and large-scale surveys can provide a more balanced and comprehensive picture of the phenomenon under study. Focusing on specific aspects, such as the role of leadership in technology adoption or the impact of technological change on organizational culture in the long term, will enable a more in-depth exploration of areas that require special attention. Broadening the scope of participants to include different levels and departments within the organization will provide more diverse perspectives, while the integration of observation or document analysis methods can enrich the understanding of day-to-day practices and provide stronger data triangulation. By implementing these suggestions, future research can broaden and deepen the understanding of the complex interactions between information technology, organizational culture, and employee performance.

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