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Examining the Effects of Compensation, Digital Literacy, and Promotion on Employee Performance at BRI Suli Unit

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ABSTRACT

This study examines compensation, digital literacy skills, and promotions in relation to employee performance. This third variable was chosen because it is considered to play an important role in creating a productive and competitive work environment. This research aims to examine compensation, digital literacy skills, and promotion of employee performance at Bank BRI Suli Unit, Luwu Regency, South Sulawesi. The research approach employed is qualitative, utilizing secondary, primary, and tertiary data types. Data collection techniques include interviews, observation, and direct observation. The entire population, consisting of eight informants, was used as the sample. Data is analyzed in depth to identify the quality of employee work. The research results show that the implementation of compensation, digital literacy capabilities, and promotions plays an important and meaningful role in increasing employee productivity, effectiveness, and performance. These three factors support one another in creating optimal performance, which ultimately leads to increased employee satisfaction with their performance. This research recommends that Bank BRI Suli Unit's management continue to develop and support the implementation of these three aspects.

Keywords: Compensation, Digital Literacy Ability, Promotion, Employee Performance.

I. Introduction

In the current digital era, particularly in business-oriented companies, the relationship between digital capability, compensation, and promotion has not been widely studied. Compensation refers to all benefits, whether in cash or in kind, received by employees as remuneration for the services they provide to the company. Research shows that efficiency, digital literacy skills, and promotion collectively play an important role in enhancing employee performance at BRI Unit Suli, Luwu Regency, South Sulawesi Province. These three aspects reinforce one another: digital literacy enhances efficiency, promotion promotes professional development, and compensation strengthens motivation. To maintain and improve performance, management is advised to continue developing all three. However, limited time and resources open opportunities for further research by including additional variables (e.g., motivation or leadership) and expanding the scope. According to Hindarjo and Utami (2019), compensation is a reward or remuneration

provided by an organization to employees in recognition of their contribution of energy and ideas toward organizational progress and the achievement of predetermined goals. Success in determining appropriate compensation will affect the quality of human resources, directly influencing employee effectiveness, organizational budget efficiency, and overall competitiveness in the business environment. Adequate compensation positively impacts employee performance, while salaries that do not meet employee expectations may lead to dissatisfaction, ranging from passive resistance to active protest. According to Andriani and Faris (2022), compensation is a reward given by a company for completing tasks and contributions. Compensation provides employees with a reason to remain in their jobs, as it fulfills both primary and secondary needs. Therefore, companies must prioritize compensation as a key factor in employee retention. Compensation may take the form of money or goods in return for services provided. It can be classified into two categories: (1) direct compensation, such as wages and incentives (commissions and bonuses), and (2) indirect compensation, such as facilities and benefits, including BPJS health, BPJS employment, and holiday allowances.

Based on Law Number 35 of 2021 concerning Compensation, employers are required to provide compensation to workers or employees based on their employment relationship under PKWT. Hermawan and Idris (2022) state that compensation is a significant form of appreciation provided by companies to employees, and the amount of compensation influences employee performance. According to Dahman (2023), digital literacy refers to the knowledge and ability to use digital media, communication tools, and the Internet to search, evaluate, use, create, and manage information responsibly and effectively. In practice, digital literacy encompasses a range of skills, including reading, writing, communication, socialization, problem-solving, and critical thinking. It integrates both information literacy and technological literacy, aiming to enhance human quality and competitiveness. Indriyani et al. (2023) emphasize that digital technology represents a transition in performance systems, reducing reliance on human labor and shifting toward automated systems operated through advanced computing. Digital technology enables businesses to process, produce, and transmit data at any time and from anywhere. Employees who wish to add value to their organizations must possess digital information skills such as finding, evaluating, and managing information effectively. Rantauwati and Putriana (2022) argue that achieving organizational goals requires digital leadership—a strategic approach that leverages digital assets. Digital leadership involves more than simply using email, websites, and social media; it emphasizes the use of data as a critical asset. In the digital era, leaders must possess not only an understanding of leadership concepts but also a combination of soft skills (non-technical skills) and hard skills, enabling them to adapt, interact, and manage themselves effectively. Haryadi, Sunarsi, and Wijandari (2022) explain that promotion is a form of career development highly desired by employees, as it represents recognition from the organization for their performance.

Promotion generally involves moving from one position to another with a higher status and responsibility, and it is usually accompanied by increased compensation. Purba (2020) highlights that promotion is both a responsibility and an expectation for employees, as it signifies recognition of their abilities and skills. Promotions, when granted fairly and based on merit, motivate employees to be more active, disciplined, and dedicated to achieving company objectives. A promotion typically involves moving to a higher position with greater authority, responsibility, and income. It may include managerial roles or other tasks requiring greater independence, usually accompanied by salary increases. Syahputra (2019) notes that promotion serves as a motivator that encourages employees to participate and strive for better positions within a company actively. It represents trust and recognition from the employer, fostering enthusiasm, discipline, and improved performance to achieve company goals. Promotion also entails increased responsibilities, privileges, status, and compensation, thereby motivating employees to work harder and achieve optimal results. According to Edi Maszudi, KUSDARIOANTO, and KADDAFI (2021), performance refers to an individual or group's willingness to carry out activities and fulfill responsibilities to achieve expected results. Performance can be viewed as the outcomes of work completed by individuals or groups in line with their authority and responsibilities, with the ultimate aim of contributing to organizational goals. Performance evaluation, or performance appraisal, is a process used by organizations to assess job performance. Wahyu et

al. (2025) define employee performance as the results achieved by individuals or groups in an organization, both quantitatively and qualitatively, based on their responsibilities and available resources. Musdalifah et al. (2024) explain that performance refers to work results produced in terms of quality and quantity, which can be accounted for based on an individual's role in the organization. It also encompasses the abilities, proficiency, and skills required to complete tasks effectively.

BRI Bank Suli Unit, located in Luwu Regency, South Sulawesi, provides services such as opening BRI Internet Banking accounts, activating BRI Mobile Banking, registering for BRI Internet Banking, SMS Banking, as well as offering credit, savings, and loan services. The operational hours of BRI Suli Unit are Monday to Thursday from 08:00 to 16:00, and on Friday from 08:00 to 11:30. The bank remains closed on Saturdays and Sundays. According to Norman K. Denzin and Yvonna S. Lincoln (2009), qualitative research is an independent field of inquiry. It operates within a complex historical context that encompasses five overlapping periods: the traditional period (1900–1950), the modernist or golden age (1950–1970), the blurred genres period (1970–1986), the crisis of representation (1986–1990), and the postmodern or present period. The present era, as described by Laurel Richardson (1991), is characterized by a new perspective that essentially "casts doubt on any discourse that occupies a privileged position, or any method or theory that claims universal authority as science." This study employs a qualitative approach. The research theme is "Examining Compensation, Digital Literacy, and Promotion on the Performance of Employees at BRI Suli Unit." The study was conducted at BRI Suli Unit, Luwu Regency, South Sulawesi Province, with a total of 8 participants, from December 2024 to January 2025.

1.1. Research Problems

- a. How is compensation implemented, and how does it affect employee performance at BRI Suli Unit, South Sulawesi?
- b. How does digital literacy affect employee performance at BRI Suli Unit, South Sulawesi?
- c. How is promotion implemented, and how does it affect employee performance at BRI Suli Unit, South Sulawesi?
- d. What is the combined effect of compensation, digital literacy, and promotion on employee performance at BRI Suli Unit, South Sulawesi?

1.2. Research Objectives

- a. To examine the implementation of compensation and its effect on employee performance at BRI Suli Unit, South Sulawesi.
- b. To examine the implementation of digital literacy and its effect on employee performance at BRI Suli Unit, South Sulawesi.
- c. To examine the implementation of promotion and its effect on employee performance at BRI Suli Unit, South Sulawesi.
- d. To examine the combined effect of compensation, digital literacy, and promotion on employee performance at BRI Suli Unit, South Sulawesi.

II. Literature Review and Hypothesis Development

2.1. Compensation

According to Heryanto (2020), compensation is a form of reward provided by a company to its employees for the work they have performed. This reward has a specific value that the employees can utilize. Therefore, salary can be considered one of the factors that influence overall organizational activities and determine the company's future success or failure. Furthermore, Suryani (2021) emphasizes that

compensation is not limited to financial rewards but also includes non-financial aspects of employees' contributions to the company. Compensation can serve as a strategy for retaining existing employees and attracting new ones, but it must also align with the company's capacity. Thus, an effective compensation system is essential to ensure fairness and sustainability. In an organizational context, Handoko et al. (2021) highlight that compensation is a crucial strategic policy because it is directly related to enhancing job satisfaction and employee performance within the organization. Taken together, these perspectives demonstrate that compensation is a form of remuneration encompassing both financial elements (such as salaries, bonuses, and allowances) and non-financial elements (such as recognition and facilities). Compensation not only fulfills employees' economic needs but also functions as a vital strategy for attracting and retaining talent, as well as a tool for improving job satisfaction and motivation. Ultimately, this contributes to enhanced individual performance and organizational productivity. Therefore, compensation that is fair, appropriate, and aligned with the company's capacity becomes a key factor in ensuring long-term organizational success.

2.2. Digital Literacy Ability

According to Umi (2022), digital literacy encompasses not only the ability to use technology but also the capacity to read and comprehend information conveyed through digital media. It involves using technology wisely, intelligently, and appropriately to foster communication and interaction in everyday life. Digital literacy is also considered an innovative solution for the learning process, ensuring that teaching and learning activities are not monotonous. In line with this, Hasrianto (2024) defines digital literacy as the ability to read, utilize, and understand various forms of information derived from digital media. This concept encompasses not only the technical use of digital tools but also the skills to understand, analyze, evaluate, and manage information through the use of digital technology. Similarly, Adawiah and Nurhidayati (2024) describe digital literacy as the ability to process information obtained from computers and the Internet, as well as to evaluate the credibility and relevance of that information. They further emphasize that digital literacy influences cognitive processes in handling and interpreting data retrieved from online searches. Taken together, these perspectives indicate that digital literacy goes beyond technical proficiency in using digital devices. It also involves the ability to read, understand, analyze, evaluate, and manage information from various digital media in a responsible and wise manner. Moreover, digital literacy plays an essential role in shaping effective communication and enhancing the quality of both learning and work processes. Thus, it functions not merely as a tool but as a fundamental competency in modern life, which is increasingly interconnected with technology.

2.3. Promotion

Job promotion is considered a form of career development that provides employees with opportunities to advance to higher positions and assume greater responsibilities. Berliana (2021) explains that promotions reflect the company's concern for its employees by offering them opportunities to grow through more strategic positions. In line with this, Haryadi et al. (2022) emphasize that promotion is a form of career development and a goal or aspiration for many employees. A promotion signifies recognition from the organization for an employee's performance and serves as a reward for their contributions. Similarly, Widayani (2020) defines promotion as the transfer of an employee from one position to another with greater responsibilities, a higher level in the organizational hierarchy, and increased income. In this regard, performance becomes an important benchmark in promotion decisions. According to Banne, Latief, and Pratiwi (2023), performance is the comparison between the work results achieved by employees and the predetermined standards. Performance also refers to the outcomes achieved by an individual, both in terms of quality and quantity, in carrying out organizational responsibilities assigned to them.

Thus, job promotion and performance are closely interrelated. Achieving strong performance provides the foundation for companies to grant promotions as a form of appreciation and career development. Job promotion reflects the company's recognition of its employees, whereby individuals are elevated to positions with greater responsibilities, higher rank, and better compensation. Promotion not only represents acknowledgment of employee performance but also serves as a significant source of motivation, as it reflects recognition of employees' contributions and achievements. In this context, performance—defined as the quality and quantity of work achieved in line with given responsibilities and organizational standards—plays a central role in determining promotion decisions.

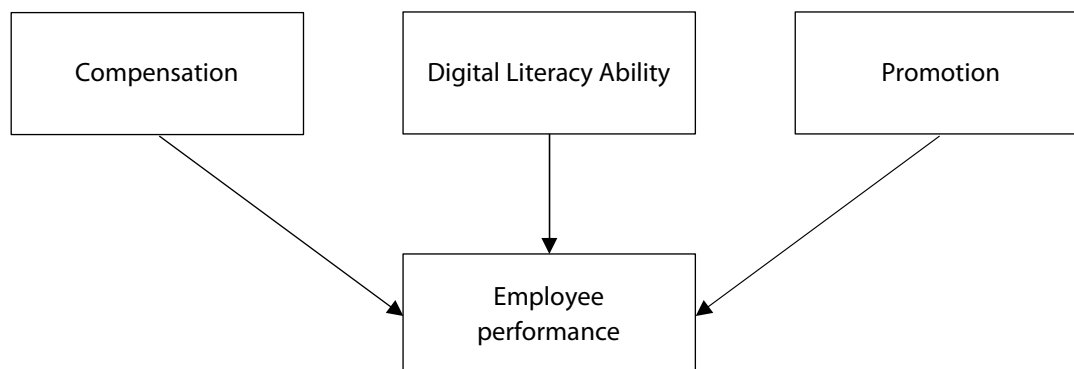


Figure 1. Conceptual Framework

Description:

————→ : Implementation

III. Research Method

This study employs a qualitative research design. Data collection techniques include interviews, observation, documentation, and direct observation. The population in this study consisted of leaders and employees from Bank BRI Suli Unit, with a total of 8 informants, all of whom were used as the sample. The data sources used comprise both primary and secondary data. This approach enables the researcher to gain an in-depth understanding that provides meaning through both words and empirical evidence, describing compensation, digital literacy ability, promotion, and employee performance at Bank BRI Suli Unit. The research was conducted from December 2024 to January 2025 at Bank BRI Suli Unit, Luwu Regency, South Sulawesi Province. The data analysis techniques employed in this research include data collection, data reduction, data presentation, and conclusion. The total number of employees at BRI Suli Unit, Luwu Regency, is 13, while the number of participants in this study was 8. Data were analyzed using a qualitative descriptive method. This research employed purposive sampling, considering that the selected informants must have sufficient experience and understanding of performance aspects in the banking work environment. The selection criteria were as follows: (1) employees who had been actively working at Bank BRI for at least two years, and (2) employees willing to provide information openly in in-depth interviews. The tools used for data collection included semi-structured interview guides developed based on employee performance indicators, digital recording devices (with participant consent) to capture interviews, and observation sheets designed to record work behaviors directly in the office environment. Additional materials such as informed consent forms, field note papers, and interview SOP guidelines were also prepared to ensure ethical and systematic data collection. These tools and materials were designed to support accuracy, reliability, and consistency during the research process.

Semi-structured interviews were conducted to explore employees' experiences and perspectives regarding their performance in the workplace. The questions were developed based on a literature review of employee performance indicators in the banking sector, as well as initial field observations. The interview guide covered themes such as daily productivity, work challenges, relationships with superiors, and job satisfaction. Interviews were conducted face-to-face in employees' workspaces, with an average duration of 45–60 minutes per session. Each interview was recorded with participant consent and later transcribed verbatim. For data analysis, a thematic analysis approach was employed. The process began with verbatim transcription, followed by repeated readings to gain a comprehensive understanding of the context. Open coding was then carried out to identify units of meaning, which were subsequently grouped into main categories. To ensure consistency in interpretation, data triangulation and discussions among researchers were conducted to facilitate a shared understanding. This method was chosen to ensure that the analysis reflected the depth of meaning in the subjective experiences of the informants. Ethical considerations were an integral part of this research. The researcher ensured that the entire data collection process respected participants' privacy and adhered to ethical guidelines approved by the relevant institutional ethics committee.

Table 1. Research Variable Measurement Indicators

Variable	Item	Indicator	Source
Compensation (X1)	Wages and Salaries	C1	(Gee, 2021); (Subangun, 2020)
	Incentives	C2	
	Allowances	C3	
	Facilities	C4	
	Awards	C5	
Digital Literacy Ability (X2)	Internet Searching	DLA1	(Hasliyah, 2022)
	Navigating Hypertext	DLA2	
	Content Evaluation	DLA3	
	Knowledge Assembly	DLA4	
Promotion (X3)	Work Experience	P1	(Herlistyanto, 2020)
	Level of Education	P2	
	Work Performance	P3	
	Career Advancement	P4	
	Fairness	P5	
Performance (Y)	Work Quality	Y1	(Safitri, 2022)
	Quantity	Y2	
	Responsibility	Y3	
	Cooperation	Y4	
	Initiative	Y5	

IV. Results and Discussion

Bank BRI Suli Unit employs a total of eight individuals with diverse characteristics in terms of age, gender, position, education, and marital status. In terms of age, most employees fall within the 20–30 age group (three employees), followed by the 31–40 age group (five employees). Regarding gender, female employees outnumber males, with five females compared to three males. The organizational structure consists of one leader and seven staff members, with the staff being the largest group. In terms of education, all employees hold a bachelor's degree. Meanwhile, with respect to marital status, six employees are married, while two remain unmarried. This data indicates that Bank BRI Suli Unit has a workforce predominantly composed of women, most of whom are relatively young (under 40 years old), highly educated (with a majority holding a bachelor's degree), and mostly married. The purpose of this study is to analyze the factors

influencing employee performance at Bank BRI Suli Unit, focusing on three key variables: compensation, digital literacy skills, and job promotion. Unlike previous studies, which typically examine one or two factors in isolation, this research integrates all three to assess their combined influence within the increasingly digitalized banking sector. This approach provides a new perspective on understanding employee performance, particularly in the context of digital transformation and the competitive challenges faced by Bank BRI Suli Unit. The findings of this study are also relevant to broader trends in the banking industry, particularly the rapid acceleration of digital transformation and service digitization. As technology becomes more deeply integrated into banking operations, employees' digital literacy skills are increasingly critical to maintaining competitiveness. Furthermore, the challenge of retaining productive and adaptive employees underscores the importance of implementing fair and transparent compensation and promotion systems. Therefore, the results of this research are not only beneficial for Bank BRI but may also serve as a reference for other banks encountering similar challenges in managing human resources in the digital era. After collecting data through interviews, the researchers identified three recurring themes:

4.1. Compensation

From the management perspective, the Head of Bank BRI (Andri) explained that salary determination has been formally regulated by the board of directors, rather than based on the personal decisions of direct supervisors. Salaries are determined according to length of service, job grade, and position. He stated:

Salaries are based on length of service, grade, and position. Bank supervisors cannot set employee salaries independently, as the directors have already determined this. Meanwhile, the salary policy aims to maintain equality and fairness among employees, ensuring that all wage decisions align with company regulations.”(Andri/Leader)

From the employee perspective, seven informants—Nirwang, Eva Natal, Astrid Rekmana, U. Ismi, Muh. Nur Malik, Dedi Deby Sanjaya, and Ririn (Mantri) confirmed that they received their salaries on time and felt appreciated through bonuses and allowances for good performance. They stated:

“The company always provides opportunities for employees to develop their careers. Salaries and wages are provided on time, along with performance-based bonuses, especially for employees who achieve KPIs (Key Performance Indicators), as well as other benefits such as health coverage.”

These findings indicate that the compensation policy at Bank BRI is perceived as transparent and consistent, motivating employees by providing achievement-based bonuses and allowances. This demonstrates that the system is not only structurally fair but also rewards individual performance. The Head of Bank BRI (Andri) further explained that management is open to evaluating the incentive scheme, particularly for employees who have made significant contributions to achieving company targets. He noted:

“Revisions or improvements to the incentive scheme can be made for employees who contribute significantly to achieving company targets, with adjustments to ensure achievability.”(Andri/Leader)

Meanwhile, interviews with employees revealed that the distribution of incentives varies depending on position, basic salary, and target achievements, which the company clearly defines. As employees explained:

“Differences in incentives among employees are expected, as distribution depends on job level, basic salary, and the achievement of work targets. These rules are regulated in the incentive distribution policy and account for the risks associated with each position. Incentives are given according to grade.”

These findings suggest that the incentive system at Bank BRI is structured, performance-based, and tailored to employee responsibilities and positions. This reflects a meritocratic approach to rewards, while ensuring fairness across different job levels. From a leadership standpoint, allowance decisions are not made solely by operational management but involve the board of commissioners and shareholders as key stakeholders. The Head of Bank BRI (Andri) emphasized:

"The influence of the board of commissioners and shareholders on allowance decisions for bank leaders and employees is very significant. They play a strategic role in making major decisions, including allowances. The amount and type of allowances are typically based on evaluations of a bank's performance, regulatory compliance, and its long-term interests. Thus, allowance policies are determined through consideration and approval by the board of commissioners and shareholders, ensuring alignment with good corporate governance principles." (Andri/Leader)

From the employee perspective, benefits differ between permanent and contract employees. Four informants—Ririn, Nirwang, U. Ismi, and Muh. Nur Malik (Mantri)—stated:

"The company differentiates benefits between permanent and contract employees, such as monthly and annual compensation. Permanent employees usually receive a more comprehensive package, including fixed salaries, annual allowances (such as THR and year-end bonuses), health insurance, pension plans, and other welfare benefits. Contract employees generally receive only a monthly salary, with limited or no additional benefits, depending on company policy."

The other three informants—Astrid, Dedi Deby Sanjaya, and Eva Natal (Mantri)—added that these differences stem from employment status. Permanent employees are regarded as long-term assets, justifying greater social security and benefits:

"The differences are related to basic salary adjustments and position allowances. Permanent employees are considered long-term contributors, so they receive broader benefits such as annual bonuses, full THR, and pension guarantees. Contract employees, however, do not always receive these due to the temporary and flexible nature of their contracts."

These findings suggest that Bank BRI employs differentiated benefit policies based on employment status, demonstrating efficiency, long-term responsibility, and adherence to corporate governance principles. The Head of Bank BRI (Andri) also highlighted the strategic role of office facilities in supporting daily operations. He stated:

"Adequate office facilities are essential for comfort and efficiency in carrying out daily tasks. The facilities provided include official vehicles for mobility, official cellphones for communication, laptops, internet connections, and comfortable workspaces. These facilities support employee performance, accelerate task completion, and foster a professional work environment." (Andri/Leader)

In line with this, all employee informants noted that company-provided facilities also include welfare protection. They explained:

"Facilities provided by the company support both work productivity and employee welfare. In addition to physical facilities, the company offers comprehensive health insurance, including private insurance, BPJS Health, BPJS Employment, and additional protection through BRI Life. This ensures employees feel secure and supported in carrying out their responsibilities."

These facilities are seen as enhancing employees' sense of security and well-being, enabling them to perform their tasks more effectively. The findings demonstrate Bank BRI's commitment to fostering productivity and safeguarding both the physical and psychological welfare of its employees. Furthermore, Andri emphasized that external awards from the government and international institutions significantly enhance the bank's reputation:

"Awards from external institutions, such as government bodies and international organizations, are crucial for building the bank's image and credibility in both national and global markets. Such recognition reflects professionalism, trust, and competitive advantage, strengthening the bank's position as a reputable financial institution." (Andri/Leader)

Employees also confirmed that the company maintains a fair and transparent reward system:

"The distribution of awards is very fair. Employees who consistently perform well are given opportunities for career advancement. Awards are provided annually, along with promotion opportunities, ensuring fairness for all employees."

These findings suggest that Bank BRI not only promotes individual achievement through internal rewards but also leverages external recognition to strengthen public trust and institutional credibility. This system serves as both an employee motivator and a marker of organizational quality. Based on the findings, it can be concluded that Bank BRI Suli Unit applies a structured and fair approach to managing salaries, incentives, allowances, facilities, and awards. Transparent policies across these aspects contribute to employee satisfaction and the achievement of organizational goals. Strategic decisions made by the board of commissioners and shareholders also play an essential role in ensuring employee welfare and the bank's long-term sustainability. This conclusion aligns with Dwiyanti and Puji (2021), who state that compensation is a fundamental characteristic linked to reference standards of excellence or effective job performance. Similarly, Ekhsan (2019) explains that compensation encompasses all forms of remuneration received by employees for their work, with each company developing unique payroll systems consistent with its vision, mission, and goals.

4.2. Digital Literacy Ability

From a management perspective, the Head of Bank BRI (Andri) stated that one of the main focuses in addressing the rise of false information or hoaxes related to the bank's digital services, such as BRI Mobile, is digital education for customers. He explained that regular education is carried out through the company's official channels. He said:

"To overcome the rise of false information (hoaxes), which often circulate via email or social media regarding the use of BRI Mobile, an effective step is to provide regular education to customers. BRI delivers this education through various official channels, including social media, websites, official emails, and notifications on the BRI Mobile application. The content includes the characteristics of fraudulent messages, how to recognize official BRI accounts, and appeals for customers not to share personal data such as PINs, OTPs, or passwords. With consistent and easy-to-understand education, it is expected that customers will become more vigilant and able to differentiate official information from digital fraud." (Andri/Leader)

From the employees' perspective, five employees (Ririn, Nirwang, Eva Natal, Muh. Nur. Malik, and U. Ismi-Mantri) stated that there were no significant obstacles in accessing or searching for information on the internet. This is supported by the availability of work facilities, including a stable internet connection, computers/laptops, and access to official websites. One employee said:

"There is no problem for employees to search for information via the internet, because the company has provided adequate facilities to support access to information. The availability of a stable internet network, work devices such as computers or laptops, and access to official sites or platforms are part of the company's support so that employees can work effectively, including looking for relevant references to support their duties."

Meanwhile, two other employees, Astrid and Dedi Deby Sanjaya, emphasized the importance of collaboration and mastering basic technology in facing daily work challenges. They stated:

"When faced with challenges at work, every employee is expected to be proactive in asking questions or discussing with colleagues. The ability to share knowledge is essential, especially in the face of dynamic work demands. In addition, every employee also needs to have a basic understanding of technology, because in the digital era, mastery of technology is the key to adapting to systems, applications, and digital service innovations that continue to develop."

These findings indicate that the digital literacy competency and information-seeking skills of Bank BRI employees are strong, supported by a work ecosystem that fosters collaboration and continuous learning in the digital era. From the management side, Andri also emphasized that the use of hypertext-based digital navigation structures is beneficial in simplifying access to information. He explained:

"The application of hypertext guidance is critical in increasing the accessibility of information in the banking environment. With a clear navigation structure, users can access the information they need quickly, efficiently, and in a targeted manner without having to open the entire system or document. Apart from improving convenience and speed in searching for information, the use of hypertext also helps maintain data confidentiality, because access can be restricted to only relevant information in accordance with user rights. This is crucial in the banking sector, where security and confidentiality of information are a top priority." (Andri/Leader)

Similarly, seven employees (Nirwang, Eva Natal, Astrid Rekmana, U. Ismi, Muh. Nur. Malik, Dedi Deby Sanjaya, and Ririn Mantri) stated that hypertext significantly facilitates the search for information, especially customer data and internal policies. One employee explained:

"The application of hypertext guidance is very influential and necessary to improve the efficiency of searching for customer data. Through hypertext, employees can be directed directly to specific information without having to search through all documents or systems. Additionally, in the regulatory context, the banking sector refers to the OJK (Financial Services Authority) as its primary reference source. Therefore, all information and policies used by bank employees must comply with official regulations and guidelines issued by the OJK to ensure data compliance and accuracy."

These findings indicate that hypertext-based digital structures not only increase efficiency and comfort at work but also support the implementation of good governance and information security, in line with banking industry standards and OJK regulations. From a management perspective, Andri further highlighted that the ability of employees and the public to assess the quality and reliability of information directly impacts the reduction of digital fraud victims. He stated:

"Having the competence to evaluate the quality and reliability of information can reduce the number of people who fall victim to fraud, because with such competence, the public will be aware that many scams are circulating." (Andri/Leader)

All employees interviewed demonstrated good understanding and practice in evaluating information before using it at work. One employee stated:

Steps that can be taken to ensure the accuracy and relevance of the information used include verifying it through discussions with trusted individuals, comparing it with official data, supporting documents, or guidelines from authorized institutions. This way, we can prevent the spread of misinformation and support appropriate and responsible decision-making."

Employees also emphasized the importance of ensuring accuracy and relevance before making decisions or disseminating information further. This evaluation is considered vital to prevent the spread of internal hoaxes and to ensure that decisions are made based on valid and reliable information. These findings indicate that Bank BRI has successfully built employee awareness of the importance of information literacy, especially in the context of content evaluation, as part of a professional and cautious work culture regarding digital information risks. From the management side, Andri also emphasized the importance of systematic abilities in managing information, especially in the context of fair and data-based decision-making. He explained:

"The competence to organize and manage knowledge is crucial for improving operational efficiency and decision-making in the workplace. With strong competence, a leader can systematically manage information and communicate it to subordinates clearly and accurately. Well-organized information helps the decision-making process become faster, more efficient, and fair. This is very important so that every decision is data-based and acceptable to all parties." (Andri/Leader)

On the other hand, employees also reflected this competence in their direct interactions with customers. One method they use is conducting monthly interviews, where employees ask customers about complaints, listen attentively, and formulate appropriate solutions. One employee explained:

"One way to improve service is by conducting direct interviews with customers, where employees ask about problems being experienced. After listening to complaints, employees provide clear explanations of the situation and try to find appropriate solutions. Additionally, this activity offers customers the opportunity to share feedback openly. This routine monthly activity helps improve service quality and employee knowledge, making them more responsive to customer needs and expectations."

This activity not only strengthens relationships with customers but also serves as a method for employees to collect, manage, and compile new knowledge based on direct field experience. The input gathered from customers is then used for service evaluation to make improvements more relevant to their needs. These findings show that, at both leadership and operational levels, there is a strong understanding of the importance of knowledge management, which ultimately supports data-driven decision-making and continuous improvement of service quality. Based on the results of this study, both leaders and employees recognize the importance of competence in information-seeking, technology application, content evaluation, and knowledge organization. Educational initiatives and the use of efficient systems are essential to maintaining the credibility and integrity of information in the banking industry. Furthermore, collaboration among employees and direct customer interactions contribute to improved service quality and better decision-making. According to Hasliyah (2022), digital literacy is a person's ability to understand a domain, assess, organize, analyze, and evaluate information obtained through information technology, supported by digital tools. Understanding digital literacy is essential to understanding human life in the modern era. Meanwhile, Ginoga & Suhairi (2024) defined digital literacy as the ability to process and evaluate data obtained from computers and the internet. They emphasized that digital literacy also influences the way individuals think when processing data from search results.

4.3. Promotion

From interviews with the Head of BRI Bank (Andri), it was revealed that the organization has a strong commitment to sustainable human resource development to support the company's long-term success. He stated:

"Bank BRI has various programs to improve employee experience and performance. The bank focuses on sustainable human resource development to ensure that employees can continuously grow, both in technical and leadership skills, in order to support organizational success."(Andri/Leader)

This development program includes regular training, career coaching, and providing new work challenges designed to enhance employees' insights and resilience in dealing with the complexity of their work. Meanwhile, all interviewed employees (Nirwang, Ririn, Dedi Deby Sanjaya, Muh. Nur. Malik, U. Ismi, Eva Natal, and Astrid Rekmana – Mantri) stated that their previous work experiences had greatly influenced the way they work today, particularly in terms of discipline, problem-solving, and teamwork. One employee noted:

"Previous work experience has really shaped how employees work at the bank. I learned to be more disciplined, more productive in solving problems, and more effective in teamwork to achieve goals."

These findings show that work experience significantly contributes to the development of work ethic and readiness to meet job demands, as well as forming the foundation for leadership and collaboration within the organization. The Head of BRI Bank (Andri) also explained that while formal education is an important foundation, achieving optimal performance requires a combination of academic knowledge and practical work skills. He emphasized:

"Formal education certainly plays an important role in supporting employee performance, but achieving optimal performance requires more than formal education alone. Leaders also value practical skills, soft skills, adaptability, and work culture to ensure that employees reach their full potential in achieving organizational goals."(Andri/Leader)

This indicates that banking institutions, such as BRI, apply a holistic approach in assessing and developing their employees. From the employees' perspective, the interviewed staff (Nirwang, Eva Natal, Astrid Rekmana, U. Ismi, Muh. Nur. Malik, Dedi Deby Sanjaya, and Ririn Mantri) stated that the company provides additional support and training for employees with diverse educational backgrounds. The goal is to help each individual adapt to the work environment and meet professional standards. One employee remarked:

"The bank provides additional support and training for employees from different backgrounds to ensure they can adapt to the work environment and achieve optimal performance."

This training covers the technical aspects of the job, including mastery of digital systems, as well as an understanding of banking policies and regulations. Such measures are considered effective in leveling competencies and strengthening teamwork, regardless of employees' initial educational background. These findings suggest that while educational level is a crucial foundation, Bank BRI prioritizes sustainable development through training and work adaptation, enabling every employee to contribute optimally in accordance with their roles and responsibilities. The Head of BRI Bank (Andri) also emphasized the importance of providing constructive and structured feedback to employees as part of a continuous performance improvement strategy. He stated:

"Providing constructive and structured feedback on work performance not only encourages improvement at the individual level but also contributes to the progress and success of the organization as a whole." (Andri/Leader)

This approach reflects a development-oriented work culture, rather than merely conducting periodic performance evaluations. Of the seven employees interviewed, six of them (Nirwang, Ririn, U. Ismi, Dedi Deby Sanjaya, Muh. Nur. Malik, and Astrid – Mantri) emphasized that competence and work skills are critical factors in achieving good work performance. They agreed that technical abilities, discipline, and teamwork have a significant influence on success in meeting work targets. The six employees noted:

"The key factors in achieving good work performance at Bank BRI vary, but competence and skills are consistently important."

Another employee, Eva Natal, added that a deep understanding of banking products and services is also crucial, saying:

"Having a strong understanding of banking products and services, along with relevant technical skills, is essential for providing optimal service to customers and supporting bank operations."

These results demonstrate that employee performance at Bank BRI is built through a combination of technical expertise, product knowledge, and organizational support in the form of feedback and training. This reflects a performance culture that emphasizes continuous learning and evaluation. The Head of BRI Bank (Andri) highlighted that the bank provides fair and inclusive career development opportunities for all employees, regardless of their background. This includes ongoing training, a transparent promotion system, and a supportive work environment. He stated:

"The bank ensures equal career development opportunities for all employees without exception, supported by training, fair promotions, and an inclusive environment." (Andri/Leader)

This reflects the institution's commitment to the long-term development of employees, aimed at enhancing competencies and enabling higher career achievements. On the other hand, all employees interviewed (Nirwang, Eva Natal, Astrid Rekmana, U. Ismi, Muh. Nur. Malik, Dedi Deby Sanjaya, and Ririn Mantri) noted that BRI Bank's evaluation and feedback system plays an important role in career planning. Through regular performance evaluations, employees receive clear information about their strengths and areas for improvement. One employee commented:

"The evaluation and feedback process at Bank BRI helps employees in career planning by providing insights into performance and areas that need improvement."

These findings suggest that career development opportunities at Bank BRI are not only formal but are also reinforced by a continuous evaluative process, allowing employees to prepare themselves more effectively for career advancement. According to the Head of BRI Bank (Andri), the bank has developed various policies to ensure that every employee has equal opportunities to grow and excel, regardless of background or educational level. He affirmed:

"The bank has implemented policies to guarantee that all employees have equal opportunities to grow and excel, regardless of their background or education." (Andri/Leader)

From the employees' side, several interviewees (Nirwang, Eva Natal, Astrid Rekmana, U. Ismi, Muh. Nur. Malik, Dedi Deby Sanjaya, and Ririn Mantri) stated that the bank's communication and grievance mechanisms are open and transparent. Employees feel they can report complaints or issues of injustice through established procedures. One employee explained:

"If injustice is encountered in the workplace, employees can raise the issue through appropriate procedures. The bank has a communication system that allows employees to report problems or complaints directly, with a policy of transparency and commitment to fairness within the company."

These findings confirm that Bank BRI not only enforces a formal policy of fairness but also provides space for employees to actively participate in upholding the principles of justice. Based on the results of research on promotions at Bank BRI Suli Unit, it can be concluded that the bank has implemented various policies and programs to support employee development in terms of work experience, education, performance, career advancement, and fairness. BRI leaders emphasize the importance of sustainable human resource development, including technical and leadership training, as well as constructive feedback to encourage performance improvement. Employees also acknowledge that their work experiences shape how they work at the bank, while the organization provides the necessary support for adaptation and optimal performance. According to Rohmah (2022), promotion is the transfer or advancement of an individual to a higher class, rank, or position with greater responsibility. Meanwhile, Tika, Dian, and Rohman (2022) define job promotion as a form of reward for employees' satisfactory performance in supporting the company's growth, where selected employees may receive incentives such as bonuses and promotions to higher positions.

4.4. Practical Implications

The findings of this research have significant practical implications for BRI Bank management. First, the company can restructure its performance-based compensation system to encourage sustainable productivity. Second, the results regarding the importance of digital literacy underscore the need for regular technology-based training programs, enabling employees to stay current with developments in digital banking systems. Third, given the positive relationship between promotion and performance, management should develop clearer and more transparent career paths to maintain employee motivation and loyalty. These steps can directly enhance organizational efficiency and strengthen the bank's ability to face the challenges of today's banking industry.

V. Conclusion

This research examined the influence of compensation, digital literacy skills, and promotion on employee performance at BRI Suli Unit, Luwu Regency, South Sulawesi Province. Based on observations and interviews, the findings revealed that fair compensation, strong digital literacy skills, and clear promotion opportunities significantly contribute to improving employee performance. These results highlight the importance of companies not only focusing on financial aspects but also on enhancing digital competencies and career development. In practical terms, BRI management is advised to strengthen the implementation of fair and transparent compensation policies, continue developing digital literacy training programs to help employees adapt to technological advancements, and ensure that the promotion process is carried out objectively and consistently. Such efforts can increase employee motivation, productivity, and loyalty, while also creating a more conducive work environment. Furthermore, it is essential for management to regularly monitor and evaluate the impact of these factors in order to make timely adjustments that align with organizational needs. Future research is encouraged to explore additional variables that may affect employee performance and to expand the scope of the study to other BRI units, providing a broader understanding. The

results of this study are also expected to enrich the author's knowledge and serve as a practical reference for addressing employee challenges in the workplace.

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