



The Effect of Digital Transformation on Improving Employee Performance at PT Bank Rakyat Indonesia Tbk

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Abstract:

Transforma Digital transformation has become an urgent need for the banking sector to face the challenges of the industrial era 4.0. This study aims to analyze the effect of digital transformation on improving employee performance at PT Bank Rakyat Indonesia (Persero) Tbk. By using a descriptive qualitative method. this research collects data from the literature, and through in-depth interviews of four employees from the Unit Head, Marketing, Customer Service, and Teller divisions, as well as direct observation of digital developments in this digital era, this approach was chosen to explore the experiences and perceptions of employees regarding the implementation of digital transformation at PT Bank Rakyat Indonesia Tbk in depth. The results showed that digital transformation contributes to employees' work efficiency, satisfaction, and technological adaptation. The main challenges of resistance to change and the need for continuous training can be overcome with management support. The implications of this research provide guidance for companies to continue to innovate in digital

Keywords: Digital Transformation, Employee Performance, PT Bank Rakyat Indonesia Tbk.

INTRODUCTION

In the context of a company that is one of the main drivers in improving organizational performance in the modern era of digital transformation, the application of digital technology not only focuses on operational efficiency, but also has direct implications for employee productivity and performance. PT Bank Rakyat Indonesia (BRI) Tbk as one of the largest financial institutions in Indonesia, has made various efforts to adopt digital technology in its business processes. This aims to improve services to customers and encourage employee performance to be more optimal. Digital transformation is the process of integrating digital technology into all aspects of the business, which changes the way the company operates and provides value to customers at PT Bank Republik Indonesia Tbk, digital transformation not only affects services to customers but also improves employee performance. in the operational process of the organization digital technology is also to create added value and work efficiency at PT Bank Rakyat Indonesia (Persero) Tbk, as one of the leading banking institutions in Indonesia, has adopted various digital innovations such as BRImo, digitizing credit processes, and automating customer service.

Digital transformation is a significant process that aims to improve and enhance the characteristics of an entity, such as a company, organization, or system, through the application of information and digital

technology. The main goal is to modernize operations, improve efficiency, and create new opportunities for

innovation that can improve operational performance (Indriyani et al., 2023). Digital transformation not only focuses on the technology itself, but also involves changes in ways of working, corporate culture, and business strategy to utilize technology in the most effective way. Based on research by Westerman (2023), digital transformation has a significant impact on three main aspects of an organization: customer experience, operational processes, and business models. Digital transformation is one of the main challenges facing businesses today (Saarikko et al., 2020).

The implementation of digital technology not only affects business processes but also directly affects employee performance. Digital technology can increase employee productivity by automating routine tasks, making it easier to access information, and improving collaboration. With the right technology, employees can work more efficiently and effectively, thus contributing to the improvement of the company's overall performance. Employee performance is an important factor that affects organizational performance. High-performing employees usually have strong skills, commitment and motivation to achieve the targets set by the organization. They are often the prime movers in innovation, productivity and high quality of work. High-performing employees can also act as informal leaders who influence other colleagues to raise their work standards, which in turn supports the achievement of overall organizational goals. Therefore, evaluating and improving employee performance is critical to achieving optimal organizational performance.

This study aims to explore the effect of digital transformation on improving employee performance at PT BRI Tbk, as well as improving employee abilities and skills in facing the challenges of an increasingly competitive banking industry. By using appropriate analytical methods, it is expected to find a significant relationship between the application of digital technology and increased productivity and effectiveness of employee work. The results of this study are expected to provide insight for management in formulating a better and more effective digital transformation strategy. As part of the effort to understand more about this influence, previous research shows that digital transformation positively contributes to employee performance by improving access to information, collaboration, and automation of routine tasks. As such, it is important for companies to continuously adapt to technological developments in order to remain competitive in the market. However, the success of digital transformation is not only determined by technology, but also by employee readiness and adaptation. This research focuses on how digital transformation affects employee performance at PT BRI, given the important role of employees in supporting the success of the digitalization program.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The literature shows that digital transformation requires increasing employee competencies to adapt new technologies (Riduan & Firdaus, 2024). And as the adoption of digital technology in business activities to improve organizational efficiency and competitiveness (Sutrisno, 2020). In the context of banking, digital transformation includes the use of mobile applications, automation systems, and data analytics to provide better services. Digital transformation also has a direct influence on performance and indirectly through innovation. Both factors have a substantial influence on company performance. Therefore, in order to improve company performance, especially the banking industry, it is necessary to carry out digital transformation in order to create the latest innovations which ultimately improve company performance (agus kurniawan & agus rahayu, 2021).

With the adoption of the right technology, employees in the company can work more efficiently, face challenges better, and produce higher quality output. Continuing and expanding the use of digital technology is an important strategic step to improve performance and competitiveness in the market (Imelda & Sadali, 2024), Employee performance is the result of individual contributions in achieving organizational goals. Robbins (2016) mentioned that factors such as training, motivation, and adequate work tools contribute to improved performance.

Previous research shows that digital transformation can improve the efficiency and effectiveness of employee performance (Yuliana, 2021). However, the success of digital transformation also depends on the mental readiness and training of employees to master new technologies (Santoso, 2020).

METHODS

The research approach used in this research is descriptive qualitative, which is an approach that emphasizes the aspect of in-depth understanding of a problem, this approach was chosen to explore the experiences and perceptions of employees regarding the implementation of digital transformation at PT Bank

Rakyat Indonesia Tbk, the participants in the study were several employees from various divisions of PT Bank Rakyat Indonesia, by taking four respondents who were the Head of the BRI Unit, Mantri (Marketing), Customer Service, and Teller.

a. Research Participants

Four employees from various divisions of PT Bank Rakyat Indonesia who are the Head of BRI Unit, Mantri (Marketing), Customer Service, and Teller.

b. Data Collection Technique

Data collected through interviews and documentations:

1. In-depth interviews by exploring the experiences and views of employees related to digital transformation.
2. Documentation: Analyzing internal reports related to the digitalization program.
3. Literature and direct observation

c. Data Analysis Technique

Data analysis was conducted using a thematic approach, which involved identifying patterns and main themes from the interviews. The analysis process included transcription, coding and interpretation.

Qualitative research is research that intends to understand the phenomenon of what is experienced by the research subject holistically, and by means of descriptions in the form of words and language by the author. The data collection technique in this research is in-depth interviews. In-depth interviews are one of the data collection techniques used when the author wants to know the experiences and opinions of informants or sources about something in depth, interviews can also be used to ask questions related to research topics directly. In-depth interviews can also be used to obtain the information needed by the author, but technically the author uses an unstructured in-depth interview method where the author has a free interview nature and asks the outline of the problem to be asked.

RESULT AND DISCUSSION

In this study, data analysis is based on the results of interviews conducted by researchers to four employees of PT Bank Rakyat Indonesia regarding digital transformation and employee performance. In this interview, researchers took four respondents who were the Head of the BRI Unit, Mantri (Marketing), Customer Service, and Teller.

A. Head of Unit

Based on the results of interviews with informant I, who is one of the employees of PT Bank Rakyat Indonesia, stated that digital transformation at BRI has brought fresh air in improving employee work efficiency. With the automation of processes, such as online credit approval and AI-based customer service, employees can now focus more on high-value-added tasks, such as providing more personalized solutions to customers. This not only improves productivity, but also employee job satisfaction.

Digital transformation requires employees to continuously learn and develop their digital competencies. BRI strongly supports this by providing various training and development programs. By mastering the latest technology, employees can not only improve individual performance, but also contribute to the development of innovative digital products and services.

Digital transformation certainly presents challenges, such as resistance to change and the need to constantly adapt. However, on the other hand, digital transformation also opens up great opportunities for employees to develop their careers and reach their full potential. With the right support, BRI employees can become agents of change that drive the company's growth.

B. Mantri or Marketing

Based on the results of interviews with informant II who is one of the employees of PT Bank Rakyat Indonesia stated that digital transformation at BRI has changed the way I work. Now, I can analyze customer data more quickly and accurately using the tools provided. With more complete data, I can develop a more personalized and effective marketing strategy. In addition, the digital platform to collaborate with other teams also accelerates the new product development process. Although digital transformation brings many benefits, I also face challenges in adopting new technologies. However, with the training provided by BRI, I am more

confident in using various applications and digital platforms. I believe, by continuing to learn and adapt, I can achieve even better achievements.

C. Customer Service

Based on the results of interviews with informant III, who is one of the employees of PT Bank Rakyat Indonesia, stated that with the BRImo application, many questions about online transactions can be answered directly by customers. This allows me to focus more on problems that are complex and require special handling. In addition, the chatbot also helps me in handling frequently asked questions. I also see that digital transformation opens up opportunities for me to develop new skills, such as data analysis and problem solving.

While technology is helpful, I still believe in the importance of empathy in providing customer service. By understanding customers' needs and feelings, I can provide more appropriate and satisfying solutions. Technology is only a tool, but the human touch is still indispensable.

D. Teller

Based on the results of interviews with informant IV, who is one of the employees of PT Bank Rakyat Indonesia, stated that since the existence of ATM machines that can carry out various transactions, I have more time to provide more personalized service to customers. In the past, I was often overwhelmed to serve long queues for simple transactions. Now, customers can make transactions such as cash deposits and withdrawals by themselves through ATMs. I can focus on helping customers who need further explanation about BRI products or services. I now have a better understanding of BRI's digital products and can provide recommendations that suit customer needs. This also opens up opportunities for me to develop my career in the digital field.

The development of digital banking services as part of financial innovation has had a significant impact on the transformation of the banking sector. In this research analysis, focus is given to case studies of banking institutions that have successfully implemented digital banking services, with the aim of understanding the strategies implemented, the challenges faced, and the impact on the overall banking transformation.

Every bank strives to offer digital products that are innovative and technologically advanced compared to competitors' products, one of which is BRI bank where BRI has never been left behind in terms of creating the latest innovations and technology, as well as several all-in-one BRI application products, such as BRIMO, QLOLA, BRIMOLA, BRI Flagship Branch. Each application has different services and functions, and can be done anytime and anytime, making it easier for customers to make transactions without having to go to a BRI branch office.

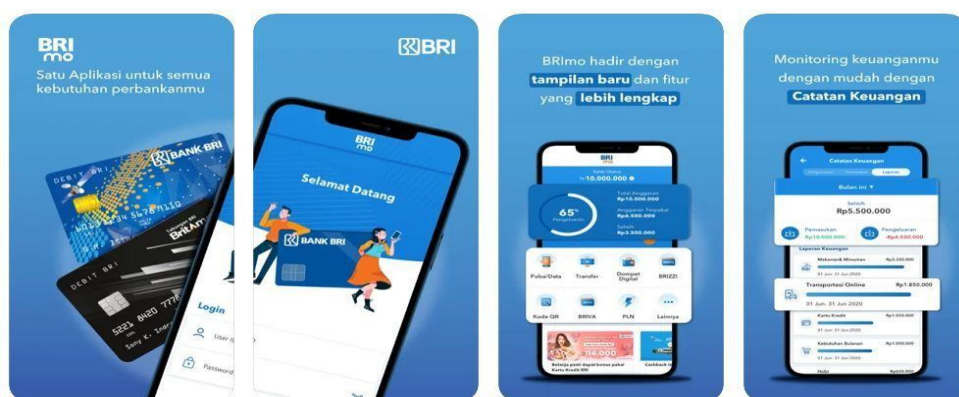


Figure 1; Brimo Application at BRI Bank

One of the technologies that have been implemented is the Mobile Banking Application where customers can make any transaction where funds can be transacted at any time, customers are also facilitated if they want to open a new account, customers do not need to come to the branch through the mobile banking application can open an account online. When customers experience problems at BRI, customers can directly contact the BRI call center through the BRIMO application without being charged a credit fee. The application used to facilitate the work of Mantri or Marketing is BRISPOT. Where the function of BRISPOT is to input debtor data, analyze debtor data and decide whether or not the debtor is eligible for a loan.

So that marketers do not need to be in the office to do their work which is in the field. This application

makes it very easy for marketers and unit heads to analyze debtor eligibility.



Figure 2; Brispot Application at BRI Bank

In the context of transforming employee performance in the Digital Age, it is important to consider how technology and changes in the digital work environment can affect employee job satisfaction. Bank BRI, as a large financial institution, must understand how changes in technology, customer demands, and market dynamics can affect their employees' perceptions and job satisfaction. Knowing that job satisfaction has a significant impact on employee performance, Bank BRI can take strategic steps to ensure that employees are satisfied with their work environment, including providing adequate training, fair compensation, and paying attention to employees' individual needs and aspirations. In addition, in facing the Digital Era, Bank BRI also needs to pay attention to how technology can be used to increase employee job satisfaction. For example, the use of sophisticated information systems and digital collaboration tools can help improve work efficiency and give employees more control over their work, which in turn can increase job satisfaction.

This research is supported by the results of research conducted by Zagita, Chavita and Susenohaji, (2024) with the title "The Effect of Digital Banking and Job Satisfaction on Employee Work Effectiveness (Study on Employees of PT Bank Rakyat Indonesia, Tbk KCP Batu). Diploma thesis, Brawijaya University "which shows that there is a positive influence on the use of Digital Banking at PT Bank Rakyat Indonesia, Tbk KCP Batu on employee effectiveness and job satisfaction...". By understanding the relationship between job satisfaction and employee performance, Bank BRI can take the right steps in managing employee performance transformation in the Digital Age to achieve long-term success and maintain its competitiveness in the market.

CONCLUSIONS

This study concludes that digital transformation has a significant positive impact on improving employee performance at PT Bank Rakyat Indonesia Tbk. The implementation of digital technologies such as BRIMO and BRISPOT enables better operational efficiency, increased productivity, and customized services to customers. However, resistance to change and the need for intensive training remain key challenges. To ensure the success of transformation, companies need to provide adequate training, support employee adaptation, and effectively communicate the benefits of transformation. With this strategy, PT Bank Rakyat Indonesia can improve its competitiveness in the modern banking market, with the following summary.

1. Digital transformation significantly improves employee performance and work efficiency at PT Bank Rakyat Indonesia.
2. Implementation of technologies such as BRIMO and BRISPOT simplify employees' routine tasks and enable focus on value-added services.
3. Key challenges such as change resistance and training needs require special attention.
4. Companies need to continue to support employee adaptation through intensive training and effective communication about the benefits of digital transformation.

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