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The Influence of Digital Competence and Training on Employee Performance through Work Motivation as a Mediating Variable at Bank Negara Indonesia (Persero) Tbk Pekanbaru Branch Office

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Abstract: This study aims to determine and analyze the Influence of Digital Competence and Training on Employee Performance through Work Motivation as a Mediating Variable at PT Bank Negara Indonesia (Persero) Tbk Pekanbaru Branch Office. This study uses a quantitative analysis. " Structural Equation Modeling - Partial Least Square " (SEM - PLS) used For to analyze the existence of men uji hipotesis study. Study be focus in testing influence direct and indirect an tara competition, training digital, work motivation, dankinerja employees. The results of the study show that overall the study proves that there is a relationship or influence between competence, digital training on employee performance through work motivation as a mediating variable at PT Bank Negara Indonesia (Persero) Tbk Pekanbaru Branch Office. The author suggests that if the company wants to further improve employee performance, then the development of competence and motivation needs to get more serious attention, one of which is through providing digital training.

Keywords: Competence, Digital Training, Motivation, Employee Performance.

INTRODUCTION

The banking sector is one of the sectors that has undergone significant transformation due to the rapid development of digital technology in recent years. The digitalization of banking services has encouraged banks to provide various technology-based services aimed at improving transaction convenience, service speed, and operational efficiency. Changes in people's behavior, characterized by their increasing reliance on digital technology in financial activities, have also encouraged banks to continuously innovate and develop digital banking services.

Based on observations made by researchers, it is known that Bank Negara Indonesia The Pekanbaru Branch Office in particular faces obstacles related to competency, such as employees who do not have an adequate level of knowledge and understanding in carrying out

their duties, which is caused by not all positions being filled by employees with educational qualifications that meet the company's expectations, which may result in increased work errors, decreased operational effectiveness, and reduced quality of digital banking products and services provided to customers.

Studies on competence, digital training, work motivation, and employee performance have been widely conducted. However, previous studies have shown inconsistent or divergent findings, creating an opportunity for further research. These differences indicate that the relationships among these variables still require further examination across different organizational contexts, industrial sectors, and respondent characteristics, particularly in the banking sector, which is currently experiencing intensive digital transformation.

Regarding the relationship between digital training and employee performance, most studies indicate that training can improve employees' skills and productivity. However, several studies have found that training does not always directly improve employee performance, particularly when the training materials are not aligned with job requirements.

Formulation of the problem

Based on the research background that has been described, the problem formulation in this research is as follows:

1. Does competence have a positive effect on employee performance? at Bank Negara Indonesia (Persero) Tbk Pekanbaru Branch Office?
2. Does digital training have a positive impact on performance? employee at Bank Negara Indonesia (Persero) Tbk Pekanbaru Branch Office?
3. What is the competency for work motivation at Bank Negara Indonesia (Persero) Tbk Pekanbaru Branch Office?
4. Does digital training have a positive effect on employee work motivation at Bank Negara Indonesia (Persero) Tbk Pekanbaru Branch Office?
5. Does work motivation have a positive influence on employee performance at Bank Negara Indonesia (Persero) Tbk Pekanbaru Branch Office?
6. Is work motivation able to mediate the influence of competence on employee performance at Bank Negara Indonesia (Persero) Tbk Pekanbaru Branch Office?
7. Is work motivation able to mediate the influence of digital training on employee performance at Bank Negara Indonesia (Persero) Tbk Pekanbaru Branch Office?

METHODS

Type Study

This research uses a quantitative research method with an approach explanatory research.

Location and Research Time

Study This implemented on Bank Country Indonesia Office Branch Pekanbaru which is located in Pekanbaru City, Riau Province. Time study planned implemented starting month April 2026 to by June 2026 which includes activities such as preparing research proposals, collecting data, processing data, analyzing research results, and preparing journal reports.

Population and Samples

The research population includes all employees involved in the company's operational activities, both in the service, marketing, operational, and administrative departments related to the implementation of work systems and digital banking transformation. The sampling technique used in this study was a census. The population was 120 employees at the Pekanbaru Branch of Bank Negara Indonesia. The sample size was determined using a census, with all 100 employees participating in digital training in 2025 being sampled.

Type and Source Data

The type of data used in this study is quantitative data. Quantitative data in study This obtained through distribution of questionnaires to employees of Bank Negara Indonesia Pekanbaru Branch Office become research respondents.

Source Data

Source data in study This consists of from data primary and data secondary.

Data Primary

Primary data in this study was obtained by distributing questionnaires to employee Bank Country Indonesia Office Branch Pekanbaru which is the respondent study.

Secondary Data

Secondary data in this study was obtained from various sources such as journals. scientific, book, report company, article, and document other Which related with competence, digital training, work motivation, and employee performance in the sector banking.

Technique Collection Data

Questionnaire

In this study, the questionnaire was given to employees of Bank Negara Indonesia Pekanbaru Branch Office who were the research respondents. The questionnaire was used to obtain data regarding competency, digital training, work motivation, and employee performance.

Observation

In research This, observations were made in the environment Bank Negara Indonesia Pekanbaru Branch Office to find out working conditions, use of digital banking systems, and the implementation of company operational activities related to competency, digital training, work motivation, and employee performance.

Documentation

In this research, documentation was carried out by collecting various supporting data such as company profiles, organizational structures, company reports, employee training data, and other documents related to the research. at the Bank Negara Indonesia Pekanbaru Branch Office.

Scale Measurement

In research This, scale measurement Which used is scale Likert. The Likert scale is used to measure the attitudes, opinions, and perceptions of individuals or groups towards social phenomena. The measurement scale used in this study is as follows:

Scale Measurement

Table 1. Likert Scale and Scoring System

No	Information	Score
1	Very Agree (SS)	5
2	Agree (S)	4
3	Neutral (N)	3

4	No Agree (TS)	2
5	Very No Agree (STS)	1

Technique Analysis Data

"Structural Equation Modeling-Partial Least Square" (SEM-PLS) analysis was used to analyze and test the research hypothesis. The SEM-PLS analysis "is a variance-based structural equation analysis (SEM) that can simultaneously evaluate the measurement model and the structural model." The reason for using the SEM-PLS analysis is because in this study "there are variables that cannot be measured directly (*unobserved variables*) so these variables are measured using question items.

RESULTS AND DISCUSSION

In this study, the responses Respondents were divided into 4 (four) indicators, each of which contained 10 questions. Respondents in research are important to provide an overview of the results of respondents' answers.

Analysis Respondents' Responses

Response Respondents Variables to Competence (X1)

Table 2. Response Respondents to Competence

No	Statement	Respondent B's Answer					JLH	Average	Note
		S S	S	N	TS	S TS			
1	Digital training at Bank BNI KC Pekanbaru has adapted the material to the needs of the organization.	41	52	5	1	1	100	4. 31	Strongly agree
2	The training material provided to employees is not considered a burden by the employees of Bank BNI KC Pekanbaru.	36	56	4	3	0	100	4. 22	Strongly agree
3	The training techniques provided at Bank BNI KC Pekanbaru prioritize service needs for customers.	56	41	2	1	0	100	4. 52	Strongly agree
4	The training material provided was mastered and understood by BNI KC Pekanbaru employees.	41	43	13	1	2	100	4. 20	Strongly agree
5	The training provided is always evaluated to improve the work capabilities of BNI Bank KC Pekanbaru employees.	46	43	5	4	2	100	4. 27	Strongly agree
6	The skills of BNI Bank KC Pekanbaru employees have an impact on improving work results in the organization.	46	52	1	1	0	100	4. 61	Strongly agree
7	Good training results have a positive impact on the use of technology by BNI Bank KC Pekanbaru employees.	52	46	1	1	0	100	4. 49	Strongly agree
8	Employees of Bank BNI KC Pekanbaru master digital platforms as one of the training materials provided	40	52	7	1	0	100	4. 31	Strongly agree
9	The success of the training for	48	45	6	1	0	100	4.40	Strongly

	BNI KC Pekanbaru employees had a positive impact on improving employee work results.									agree
10	Digital training for BNI Bank KC Pekanbaru employees aims to improve employee work skills	58	38	3	1	0	100	4.26		Strongly agree
Average									4.3 8	Strongly agree
Category										

Source: Ms. Excel Data Attachment

From table 2 it can be concluded that the average score is 4.38, meaning that all respondents' answers stated that they strongly agreed with digital training at Bank KC Pekanbaru.

Respondents' Responses to Work Motivation Variables

Table 3. Respondents' Responses to Work Motivation

No	Statement	Respondent B's Answer					JLH	Average	Note
		S S	S	N	TS	S TS			
1	Employees of Bank BNI KC Pekanbaru have good work motivation	48	47	5	0	0	100	4. 43	Strongly agree
2	The work results of BNI Bank employees at Pekanbaru Branch Office are in accordance with the expected targets.	28	43	27	0	2	100	3.95	Strongly agree
3	The work results of Bank BNI KC Pekanbaru employees are in accordance with expectations and are able to influence the work environment.	31	52	16	1	0	100	4. 13	Strongly agree
4	Achievement of the work results of BNI Bank employees at Pekanbaru Branch	31	54	13	2	0	100	4. 14	Strongly agree
5	A good working relationship was created in the work environment of Bank BNI KC Pekanbaru	37	57	3	2	1	100	4. 27	Strongly agree
6	A good working relationship was created in the work environment of Bank BNI KC Pekanbaru	36	50	12	2	0	100	4. 20	Strongly agree
7	Employees of Bank BNI KC Pekanbaru have high enthusiasm in carrying out their work	44	49	7	0	0	100	4. 37	Strongly agree
8	Employees of Bank BNI KC Pekanbaru are serious in carrying out their work	48	51	1	0	0	100	4.45	Strongly agree
9	Employees of Bank BNI KC Pekanbaru are willing to	46	48	6	0	0	100	4.40	Strongly agree

work without any coercion									
10	Employees of Bank BNI KC Pekanbaru have full obligations to carry out their duties	48	51	1	0	0	100	4.47	Strongly agree
Average								4.28	Strongly agree
Category									

Source: Ms. Excel Data Attachment

From table 3 it can be concluded that the average score is 4.28, meaning that all the answers are Respondents stated that they strongly agreed about work motivation at Bank KC Pekanbaru.

Respondents' Responses to Employee Performance Variables

Table 4. Respondents' Responses to Employee Performance

No	Statement	Respondent B's Answer					JLH	Average	Information
		SS	S	N	TS	STS			
1	The level of punctuality of BNI Bank KC Pekanbaru employees can be accounted for	35	64	1	0	0	100	4.34	Strongly agree
2	The quality of the work results of the BNI Bank KC Pekanbaru employees is quite satisfactory.	34	57	9	0	0	100	4.25	Strongly agree
3	The amount of work to be carried out by BNI KC Pekanbaru employees is already understood by the employees.	37	55	8	0	0	100	4.29	Strongly agree
4	The work targets achieved by BNI Bank employees at Pekanbaru Branch Office are quite satisfactory.	31	53	14	2	0	100	4.13	Strongly agree
5	The ability to complete work results by BNI Bank KC Pekanbaru employees has a positive impact on the organization.	43	54	3	0	0	100	4.40	Strongly agree
6	Completion of work on time by BNI Bank KC Pekanbaru employees has a positive impact on the organization.	43	54	3	0	0	100	4.40	Strongly agree
7	The use of human resources at Bank BNI KC Pekanbaru is in accordance with the organization's needs.	30	49	18	1	2	100	4.03	Strongly agree
8	The completion of the work carried out by the BNI Bank KC Pekanbaru employees has been effective	30	57	10	3	0	100	4.14	Strongly agree

9	Employees of Bank BNI KC Pekanbaru have full willingness to work well	46	53	1	0	0	100	4.45	Strongly agree
10	Employees of Bank BNI KC Pekanbaru have full responsibility to complete the work that has been assigned.	43	55	2	0	0	100	4.41	Strongly agree
Average Category								4.28	Strongly agree

Source: Ms. Excel Data Attachment

From table 4. it can be concluded that the average score is 4.28, meaning that all the answers are Respondents stated that they strongly agreed with the performance of employees at Bank KC Pekanbaru.

Analysis Using SPSS Software

To analyze the questionnaire test, it consists of validity and reliability tests which aim to ensure that the questionnaire that was prepared is truly good at measuring symptoms and producing valid data. The validity and reliability tests in this study can be explained as follows:

Data Validity Test Results

Validity is a measure that indicates the level of reliability of a measuring instrument. The minimum requirement to meet the requirements for whether each statement is valid or not is to use the $r_{table} = 0.3$. Therefore, if the correlation between an item and the total score is less than 0.3, then the item in the statement is declared invalid. The results of the validity test in this study can be presented as follows:

Results Regarding Competency Variables

Testing the validity of data regarding competency variables in this study consists of 5 (five) indicators, Then the indicators were developed into 10 (ten) statements. The results of the data validity test regarding this competency can be presented in the following table 4.5:

Table 5. Competency Variable Statement Items

No	Statement	Corrected Item-Total Correlation	Validity Index	Conclusion
1	BNI KC Pekanbaru employees understand their work and duties well	0.517	0.3	Valid
2	BNI KC Pekanbaru employees have information regarding the background of the work they will be doing.	0.558	0.3	Valid
3	Employees of Bank BNI KC Pekanbaru have technical skills in carrying out technical skills work.	0.506	0.3	Valid
4	Employees of Bank BNI KC Pekanbaru have mastered their work and are experts in their work.	0.597	0.3	Valid
5	Completion of work according to target was able to be completed well by BNI KC Pekanbaru employees.	0.625	0.3	Valid
6	BNI KC Pekanbaru employees are able to master work challenges well	0.594	0.3	Valid
7	The work mastery behavior of BNI Bank KC Pekanbaru employees can be relied upon	0.707	0.3	Valid

8	Employees of Bank BNI KC Pekanbaru are fully responsible for the work assigned to them.	0.7811	0.3	Valid
9	BNI Bank KC Pekanbaru employees know what tasks must be completed	0.621	0.3	Valid
10	The work capabilities of BNI Bank KC Pekanbaru employees are carried out in accordance with the employee's self-concept.	0.534	0.3	Valid

Source: SPSS Data

From Table 5, it can be explained that all statement items have a Corrected Item Total Correlation value > 0.3 . This means that the statement items used to measure each variable are declared valid, so that the testing requirements in this study have been met for further testing.

Validity Test Results Regarding Digital Training Variables

Testing the validity of data regarding digital training in this study consists of 5 The indicators were developed into 10 statements. The results of the data validity test regarding this digital training can be presented in Table 4.6 below.

Table 6. Digital Training Variable Statement Items

No	Statement	Corrected Item-Total Correlation	Validity Index	Conclusion
1	Digital training at Bank BNI KC Pekanbaru has adapted the material to the needs of the organization.	0.349	0.3	Valid
2	The training material provided to employees is not considered a burden by the employees of Bank BNI KC Pekanbaru.	0.678	0.3	Valid
3	The training techniques provided at Bank BNI KC Pekanbaru prioritize service needs for customers.	0.649	0.3	Valid
4	The training material provided was mastered and understood by BNI KC Pekanbaru employees.	0.707	0.3	Valid
5	The training provided is always evaluated to improve the work capabilities of BNI Bank KC Pekanbaru employees.	0.615	0.3	Valid
6	The skills of BNI Bank KC Pekanbaru employees have an impact on improving work results in the organization.	0.618	0.3	Valid
7	Good training results have a positive impact on the use of technology by BNI Bank KC Pekanbaru employees.	0.470	0.3	Valid
8	Employees of Bank BNI KC Pekanbaru master digital platforms as one of the training materials provided	0.522	0.3	Valid
9	The success of the training for BNI KC Pekanbaru employees had a positive impact on improving employee work results.	0.413	0.3	Valid
10	Digital training for BNI Bank KC Pekanbaru employees aims to improve employee work skills	0.466	0.3	Valid

Source: SPSS Data

Table 6 shows that all statement items have a Corrected Item Total Correlation value of > 0.3 . This means that the statement items used to measure each variable are declared valid, thus fulfilling the testing requirements in this study for further testing.

Data Reliability Test Results

Reliability testing was conducted using internal consistency with the Cronbach's alpha technique. Based on the results of the SPSS Cronbach's alpha attachment, the results are as follows:

Table 7. Instrument Reliability

No	Variables	Cronbach's Alpha	Alpha	Conclusion
1.	Competence	0.816	0.70	Reliable
2.	Digital Training	0.768		Reliable
3.	Work motivation	0.792		Reliable
4.	Employee performance	0.767		Reliable

Source: SPSS Data

Table 7 shows the reliability of the independent and dependent variables, categorized as high because the Cronbach's alpha value is above 0.70. This means that the level of reliability or trustworthiness of the variables used to measure competency, digital training, work motivation, and employee performance is high. can be used in further analysis. Thus, it can be concluded that the reliability test of the questionnaire in this study did not encounter any obstacles, so the requirements in this study have been met for further testing.

Questionnaire Test Using Smart PLS Software

The results of the Construct Reliability and Validity tests in this study using Smart PLS software can be shown in the following table:

Table 8. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability
Competence	0.800	0.838
Digital Training	0.738	0.825
Work motivation	0.740	0.805
Employee performance	0.763	0.807

Source: Smart PLS Data

Table 9. Validity AVE

Average Variance Extracted (AVE)
Competence
Digital Training
Work motivation
Employee performance

Source: Smart PLS Data

Data Multicollinearity Test

The results of the multicollinearity test can be presented in the following table:

Table 10. Multicollinearity Test

Variables	Motivation	Performance	Conclusion
Competence	2,345	2,550	No Multicollinearity Occurs
Digital Training	1,740	1,993	No Multicollinearity Occurs
Work motivation	2,905	3,264	No Multicollinearity Occurs
Employee performance		2,861	No Multicollinearity Occurs

Source: Smart PLS Data

From Table 10, each variable in this study shows a value less than 10, indicating no signs of multicollinearity. Therefore, the test results are considered reliable. Therefore, the structural coefficient value of the SEM model in the Smart PLS test can be considered reliable and resistant to changes that occur in other variables in the SEM model.

Coefficient of Determination Test (R2)

The results of the coefficient of determination test can be seen in table 4.1 3 below:

Table 11. Coefficient of Determination Test (R2)

Dependent variable	R Square	R Square Adjusted	Conclusion
Work motivation	0.650	0.637	Strong influence
Employee performance	0.581	0.423	Weak influence

Source: Smart PLS Data

From table 11 it can be seen that *R Square* is obtained performance of 0.581 with an *Adjusted R Square figure* of 0.423 which means the variation in the performance level can be explained by digital competence and training, while the rest is influenced by other factors not included in this study. *R Square* Job satisfaction is 0.650 with an *Adjusted R Square figure* of 0.637, which means that variations in work motivation can be explained by variations in digital competencies and training, while the rest is influenced by other factors not included in this study.

Table 12. Structural Model (Inner Model) R Square Value-Adjusted R Square

Endogenous Variables	R Square	R Square Adjusted
Work motivation (Z)	0.650	0.637
performance (Y)	0.581	0.423

Source: Smart PLS Data

Digital competence and training explain 65.00% of the variation in work motivation (category moderate).

The model explains 58.10% of the variation in employee performance (strong category).

PLS Equation Model (SEM) Structure Analysis

As for results *The Structural Equation Model (SEM)* testing in this study is:

Table 13. PLS Equation Model (SEM) Structure

Influence between Variables	Original Sample (O)	T Statistics (O/STDEV)	P Values	Conclusion
Competence -> Performance	0.268	2,769	0.006***	Significant Positive
Digital training -> Performance	0.297	2,404	0.017***	Significant Positive
Competence -> Work motivation	0.107	0.682	0.014 **	Significant Positive
Digital training -> Work motivation	0.132	0.171	0.005**	Significant Positive
Work motivation -> Performance	0.354	2,894	0.004**	Significant Positive
Motivation -> Competence -> Performance	0.218	1,036	0.003**	Significant Positive
Motivation -> Digital training -> Performance	0.486	2,028	0.043**	Significant Positive

Source: Smart PLS Data

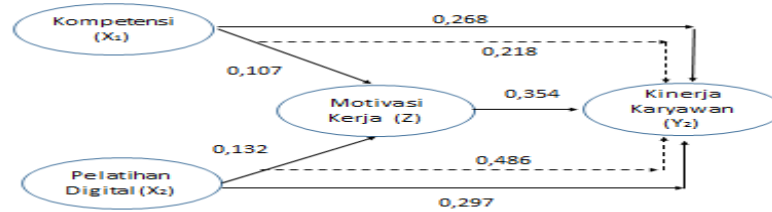


Figure 1. Model Structure

Source: Smart PLS 3.0 Processed Results, 202 6

- Significant Positive
 - - - - -→ Significant Negative

The results of the Structural Equation Model (SEM) PLS model can be explained as follows:

1. The competency variable has a positive influence on employee performance of 0.268. This value means that if competency increases by one unit, assuming other factors remain constant or zero, it can increase performance by 0.268. The higher the competency, the higher the employee performance.
2. The digital training variable has a positive influence on performance of 0.297. This value means that if digital training increases by one unit, assuming other factors remain constant or zero, it can increase employee performance by 0.297. The higher the digital training provided, the more employee performance improves.
3. Competency variables have an influence positive effect on work motivation of 0.107. This value means that if competence increases by one unit, assuming other factors remain constant or zero, it can increase motivation by 0.107. The higher the competence, the higher the work motivation.
4. The digital training variable has a positive effect on work motivation of 0.132. This value means that if digital training increases by one unit, assuming other factors remain constant, then you can increase work motivation of 0.1 32 The more digital work training there is, the more it will increase the achievement of work motivation.
5. The work motivation variable has a positive effect on employee performance of 0.354. This value means that if work motivation increases by one unit, assuming other factors remain constant or zero, it can improve employee performance. of 0.354. The higher the work motivation, the higher the employee performance.
6. The motivation variable mediates the competence variable and has a positive influence on employee performance of 0.218. This value means that if motivation and competence increase by one unit, assuming other factors remain constant or zero, it can increase performance of 0.218. The more high motivation and competence can improve employee performance.
7. The motivation variable mediates the digital training variable and has a positive effect on performance of 0.486. This value means that if motivation and digital training increase by one unit, holding other factors constant, it can increase performance by 0.486. The higher the motivation and digital training, the greater the improvement in employee performance.

Hypothesis Test Analysis (t-Test)

Hypothesis testing on the PLS *Equation Model Structure* (SEM) in research aims to see the influence of exogenous variables on endogenous variables.

Table 14. Hypothesis Test Results

Hypothesis	Endogenous Variables Exogenous Variables	Estimate	Conclusion
H1	Competence -> Performance	0.268	Positive
H2	Digital training -> Performance	0.297	Positive
H3	Competence -> Motivation	0.107	Positive
H4	Digital training -> Motivation	0.132	Positive
H5	Motivation -> Performance	0.354	Positive
H6	Motivation -> Competence -> Performance	0.218	Positive
H7	Motivation -> Digital Training -> Performance	0.486	Positive

The results of the Structural Equation Model (SEM) hypothesis testing in this study Using smart PLS assistance can be explained as follows:

1. The Influence of Competence on Employee Performance.
Based on the results of the hypothesis testing the influence of competence on employee performance has a P-value of 0.006 or the p-value is smaller than the predetermined alpha of 0.05. This can be concluded that the competence variable has a significant influence on performance. Thus, the hypothesis that has been proposed can be accepted. These results can be concluded that good competence can have a significant impact on improving employee performance.
2. The Impact of Digital Training on Employee Performance
Based on the results of the hypothesis testing, the influence of digital training on employee performance has a P-value of 0.017 or the p-value is smaller than the predetermined alpha of 0.05. This can be concluded that the digital training variable has a significant positive effect on employee performance. Thus, the proposed hypothesis is accepted. These results can be concluded that good digital training certainly has an impact on improving the performance of Bank KC Pekanbaru employees.
3. The Influence of Competence on Work Motivation
Based on the results of the hypothesis test, the influence of competence on work motivation has a P-value of 0.014. or the p-value is greater than the predetermined alpha of 0.05. This can be concluded that the competency variable has a significant influence on work motivation. Thus, the hypothesis that has been proposed is accepted. These results can be concluded that the competencies that good, has an impact on increasing employee work motivation.
4. The Impact of Digital Training on Work Motivation.
Based on the results of the hypothesis test, the influence of digital training on work motivation has a P-value of 0.005. or the p-value is greater than the predetermined alpha of 0.05. This can be concluded that the digital training variable has a significant influence on work motivation. Thus, the proposed hypothesis can be accepted. These results can be concluded that the provision of digital training has a significant influence on work motivation. Digital training has an impact on increasing employee work motivation, where the digital training provided is good and the work motivation provided is optimal.
5. Work Motivation on Employee Performance.
Based on the results of hypothesis testing, the influence of work motivation on employee performance has a P-value of 0.004 and the value is smaller than 0.05. This can be concluded that the work motivation variable has a significant influence on performance. Thus, the proposed hypothesis can be accepted. These results can be concluded that good work motivation can have a significant impact on improving the performance of Bank KC Pekanbaru employees.
6. Motivation Mediates Competence on performance employee.

motivation hypothesis testing mediating the influence of competence on employee performance has a P value of 0.003 or the p-value is greater than the predetermined alpha of 0.05. This can be concluded that the motivation variable mediates competence with a significant effect on employee performance. Thus, the proposed hypothesis can be accepted. These results can be concluded that good motivation and competence have an impact on improving the performance of KC Pekanbaru employees, the motivation and competence created are already good but the resulting performance must continue to be improved.

7. Mediating Motivation Digital Training on performance Employee.

Based on the results of testing the hypothesis of the influence of motivation mediating digital training on performance The employee has a P-value of 0.043 or the p-value is smaller than the predetermined alpha of 0.05. This can be concluded that the motivation variable mediates the digital training variable with a significant positive effect on employee performance. Thus, the proposed hypothesis is accepted. These results can be concluded that good motivation and digital training have an impact on improving the performance of Bank KC Pekanbaru employees.

Discussion of Research Results

The Influence of Competence on Employee Performance

Based on the results of the hypothesis testing of the influence of competence on employee performance, it can be concluded that the competence variable has an impact on performance. These results can be concluded that good competence can have a significant impact on improving employee performance at Bank KC Pekanbaru. Employees with high competencies tend to be able to complete work better, adapt to change, and produce quality output (Ariwibowo et al., 2022).

Research supporting and proving a positive and significant relationship between competence and employee performance was conducted by Ibnu Ngabas et al. (2026) and Krisnawati et al. (2021). This contrasts with the research findings of Muhammad Ariandi Harahap (2024) and Dilla Uji Salvano (2023) which stated there was no or a negative relationship between competence and employee performance.

The Impact of Digital Training on Employee Performance

Based on the results of the hypothesis testing on the influence of digital training on employee performance, it was shown that digital training has an impact on employee performance. These results suggest that effective digital training positively impacts employee performance.

This result is in line with research that supports and proves a positive and significant relationship between motivation and job satisfaction conducted by Cindi Amelia et al (2025) the results show that the results of the study show a positive and significant influence of digital training on employee performance, the difference in research results from Vikram Budi Herlambang (2025) which states that there is no relationship or a negative relationship between digital training and employee performance.

The Influence of Competence on Work Motivation

Based on the results of testing the hypothesis of the influence of competence on employee performance, it has an impact or it can be concluded that good competence can have an impact on increasing employee work motivation.

Research that supports and proves the existence of a positive and significant relationship between competence and work motivation was conducted by Febriasyah et al. (2025) and Dinda Nurul Ziqria (2024) which stated that there is a significant influence of competence on

employee work motivation.

The Impact of Digital Training on Work Motivation

Based on the results of the hypothesis testing on the effect of digital training on work motivation, it can be concluded that good work motivation does not always have an impact on increasing employee work motivation. A company's success can be achieved by improving employee performance. Research by Kamilia Aulia et al. (2025) found a positive and significant effect between work motivation and performance.

The Influence of Motivation on Employee Performance

Based on the results of the hypothesis testing on the influence of work motivation on employee performance, good work motivation can have a significant impact on improving employee performance. Employee motivation plays a crucial role for companies because it can motivate individuals to perform optimally. Research supporting and proving a positive and significant relationship between motivation and employee performance was conducted by Sarfilianti Anggraini et al. (2023). Research conducted by Cristinia Gyroth et al. (2022) found no significant relationship between motivation and performance.

Motivation Mediates the Effect of Competence on Performance

Improving employee competency is important to ensure they can perform their duties and responsibilities, which in turn improves performance (Wulansari, 2019). Similarly, work motivation plays a crucial role in encouraging employees to deliver their best results. However, human resource performance is largely determined by by the internal and external environmental conditions of the organization, including organizational culture. Research supporting and proving a positive and significant relationship between organizational culture and performance by Puspa Dewi Yulianti et al (2023) and Anang Krisyanto (2024)

Motivation Mediates the Effect of Digital Training on Performance

Work motivation is a crucial psychological factor that drives employees to persist in achieving their goals, even when faced with significant technological challenges. This motivation comprises intrinsic motivation, which originates from within the individual, and extrinsic motivation, which is influenced by external factors such as rewards and recognition (Fadilla & Wulansari, 2023). Research shows that both types of motivation can strengthen the relationship between digital competence and work productivity, ultimately positively impacting performance (Marguna & Sangiaserri, 2020). Research that proves the relationship or influence between digital training and work motivation on employee performance was conducted by Rizka Sri Lestari et al (2023).

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