

ABSTRACT

This study aims to investigate the impact of digital leadership and digital training on employee digital performance, with digital self-efficacy positioned as a mediating variable. The digital transformation in perbankan/banking demands an escalation in employee digital performance, encompassing both task performance and innovative performance. However, inconsistent findings in previous research regarding the effects of digital leadership and digital training on performance highlight the need for further investigation into the role of psychological mediating variables at the individual level. This quantitative study was conducted at PT Bank Rakyat Indonesia (Persero) Tbk Pandanaran Branch Office, Semarang. A total of 74 valid questionnaires were collected from permanent employees who actively use digital devices daily, and the data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) via a Two-Stage Approach to evaluate the second-order construct model and the structural relationships between variables. The results indicate that digital leadership does not have a significant direct effect on employee digital performance. This finding suggests that within a banking industry bound by rigid SOPs and centralized core banking systems, managerial direction does not automatically translate into operational performance gains. Conversely, digital training has a positive and significant effect on digital performance as it directly enhances daily technical competence. Furthermore, both digital leadership and digital training are proven to have a positive and significant impact on strengthening employee digital self-efficacy. Mediation analysis reveals two distinct patterns: digital self-efficacy acts as a full mediator in the relationship between digital leadership and performance, whereas it functions as a partial mediator in the effect of digital training on employee digital performance. These findings support the application of Dynamic Capabilities Theory at the individual level by emphasizing the necessity of reinforcing employees' psychological capacity before organizational interventions can effectively escalate their digital performance.

Keywords: Digital Leadership, Digital Training, Digital Self-Efficacy, Employees' Digital Performance, Banking Industry

