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ROLE OF DIGITAL COMPETENCE, DIGITAL CULTURE, INDIVIDUAL EXPERIENCE, IN INCREASING JOB SATISFACTION AND EMPLOYEE PERFORMANCE AT BUMN BANKS IN PALOPO CITY

Wulandari. F.A[1*]; Ramhad Sholling Hamid[2)]; Muhammad Ikbal[3)]

[1,2)]Department of Management, Faculty of Economics and Business, Universitas Muhammadiyah Palopo

***Coresponden Author: fitriamaliawulandari11@gmail.com**

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ABSTRACT

Purpose: *This study aims to analyze the effect of digital competence, digital culture, and individual experience on job satisfaction and employee performance at the Palopo City BUMN Bank.* ***Methodology:*** *A quantitative approach was employed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) to analyze the data.* ***Results:*** *The findings indicate that digital competence has a significant effect on employee performance but does not significantly affect job satisfaction. Digital culture, however, has a significant positive effect on both job satisfaction and employee performance. Additionally, individual experience has a significant positive effect on both job satisfaction and employee performance.* ***Findings:*** *The study reveals that digital culture and individual experience are key factors that enhance both job satisfaction and employee performance, while digital competence primarily influences performance.* ***Novelty:*** *The novelty of this research lies in the integration of digital competence, culture, and individual experience in the banking sector, an area that has not received much attention in previous studies.* ***Originality:*** *This study is original in its focus on the banking sector and its contribution to understanding the role of digital factors in employee performance and job satisfaction.* ***Conclusions:*** *The study suggests developing digital competency training programs and fostering an inclusive digital culture to improve organizational performance.* ***Type of Paper:*** *Research paper.*

INTRODUCTION

Digital competence is an individual's ability to use digital technology to improve work productivity. It includes skills such as data management, software use, and understanding new technologies. In the banking sector, this competence is important for operational efficiency and response to technology-based services. In addition to technical skills, digital competence also involves strategic abilities in managing information, which supports competitive advantage and organizational transformation in the digital era(Pham & Vu, 2022).

The development of digital technology has created new challenges and opportunities for organizations, especially in human resource management. In the era of digital transformation, digital competence is an important aspect that affects the performance of individuals and organizations as a whole. Digital competencies include an individual's ability to operate technology,

manage information effectively, and utilize technology to support innovation and productivity (Zhang & Chen, 2023). This is in line with the statement that digital competence plays a central role in supporting organizational adaptation to environmental changes. In addition to digital competence, digital culture is a major supporting factor in supporting the success of organizational transformation. Digital culture refers to the values, norms, and behaviors in an organization that encourage the maximum use of technology. shows that a strong digital culture can increase the effectiveness of communication, collaboration, and innovation in an organization. In the context of banking, a good digital culture can help organizations meet the increasingly complex needs of customers (Thanh et ai., 2021).

In addition to digital competence, digital culture is a major supporting factor in supporting the success of organizational transformation. Digital culture refers to the values, norms, and behaviors in an organization that encourage the maximum use of technology. shows that a strong digital culture can increase the effectiveness of communication, collaboration, and innovation in an organization. In the context of banking, a good digital culture can help organizations meet the increasingly complex needs of customers (Thanh et ai., 2021). In addition, another definition of Digital Culture refers to the integration of information and communication technologies in the work environment, which affects the way employees interact, collaborate, and perform their tasks. In the context of banking, digital culture can improve employee performance through the efficient use of digital devices and platforms, improving access to information, and accelerating decision-making processes (Batumani, 2023). This encourages innovation, increases productivity and creates a work environment that is more responsive to changing customer needs. Thus, effective implementation of a digital culture can significantly contribute to improved individual and team performance in banking institutions.This research was conducted at one of the state-owned banks in Palopo City which is one of the important financial institutions in the area. With increasing competition in the banking sector and customer expectations for technology-based services, banks face challenges in improving digital competencies, building a strong digital culture, and optimizing individual experiences. This study aims to explore how these variables affect employee job satisfaction and performance. Previous research tends to focus on a single variable such as digital competency or digital culture in isolation, without considering the complex I nteractions between these variables (Bahida et ai., 2023). In addition, most of the research was conducted in the context of non-financial organizations, making the results less relevant to the banking sector.

This creates a significant research gap in understanding the combined influence of digital competencies, digital culture and individual experience on employee job satisfaction and performance in the banking sector. This approach provides new insights into the dynamics of the relationship between these variables and offers relevant practical recommendations to improve organizational performance. This study aims to analyze the effect of digital competence, digital culture, and individual experience on job satisfaction and employee performance at the Palopo City BUMN Bank. In addition,

Digital Competence

Digital competence is defined as an individual's ability to effectively operate digital technologies to support organizational tasks and improve work productivity. In the context of modern organizations, digital competence has become an important component to achieve success in digital transformation (Srivastava & Dangwal, 2021). Digital competencies include technical skills, such as data management, software operation, and the ability to understand and integrate new technologies into work processes. In the banking sector, employees' mastery of digital competencies enables higher operational efficiency, especially in the face of the increasing need for technology-based services. However, it is important to note that digital competencies are not only related to technical skills, but also involve the ability to manage information strategically (Karsenti et al., 2020). stated that digital competencies can be a catalyst in creating competitive advantages for

organizations, especially in this dynamic digital era. This research supports the hypothesis that digital competence has a significant effect on employee performance, although its effect on job satisfaction still needs to be considered in a broader context (Hajiali et al., 2022).

Digital Culture

Digital culture refers to organizational values, norms, and behaviors that support the optimal use of digital technology. This culture is an important element in integrating technology into every aspect of an organization's operations. It has been shown that a strong digital culture can improve the effectiveness of internal communication, collaboration between teams, and speed up the decision-making process (Thanh et ai., 2021). In the banking sector, a digital culture not only helps employees perform their duties more efficiently but also creates a work environment that is adaptive to technological change. Previous research also shows that an inclusive digital culture encourages employees to be more open to innovation and proactive in facing job challenges (Ganaie & Bhat, 2020). Therefore, digital culture plays an important role in improving job satisfaction, especially by creating an environment conducive to employees' professional growth and psychological well-being.

Individual Experience

Individual experience is one of the elements that is often associated with work effectiveness and adaptation to organizational change, and individual experience involves the ability to manage time, flexibility at work, and strong interpersonal skills, besides that extensive experience provides a foundation for employees to deal with complex situations and make the right decisions made by (Adhiatma et al., 2022). In the context of banking organizations, individual experience allows employees to understand changes in customer expectations, which in turn has a positive impact on service quality and organizational performance also shows that individual experience can increase employee motivation and loyalty (Sundring Pantjadjati et al., 2020). This is due to the confidence that arises from previous experience, which allows employees to be more effective in completing tasks and contributing to the achievement of organizational goals. Therefore, individual experience can be considered as one of the main factors affecting job satisfaction and employee performance (Pudyaningsih et al., 2020).

Job Satisfaction

Job satisfaction is a psychological condition that reflects how individuals feel about their work, job satisfaction can be influenced by various factors, including recognition, career development, and a supportive work environment (Hakuduwal, 2021). In this study, job satisfaction was foundJob satisfaction is a psychological condition that reflects how individuals feel about their work, job satisfaction can be influenced by various factors, including recognition, career development, and a supportive work environment (Hakuduwal, 2021). In this study, job satisfaction was found

Job satisfaction not only impacts the individual, but also the overall performance of the organization. Satisfied employees tend to be more loyal and committed, increasing productivity and service quality(Tran, 2021). By creating a positive work environment and providing development opportunities, companies can maximize employee potential. Research shows that focusing on job satisfaction can reduce absenteeism and improve morale, making it a long-term strategy for sustainable organizational success(Cheng, 2020)

Employee Performance

Employee performance is the result of work produced by individuals in accordance with the goals and standards set by the organization. Employee performance can be influenced by various

factors, including digital competence, digital culture, and individual experience (Septiatin et al., 2022). High performance reflects the ability of employees to meet or even exceed organizational expectations which in turn will contribute to the success of the organization as a whole. In the banking sector, employee performance is not only measured by productivity, but also by the quality of service provided to customers. This research shows that employee performance can be improved through the integration of digital technology, the creation of a supportive organizational culture, and appreciation of individual experience (Hajiali et al., 2022). Thus, a holistic human resource management strategy is needed to maximize employee potential and achieve organizational goals.

Theoretical framework and empirical model

Theory of Reasoned Action (TRA)

The theory of reasoned action (TRA) developed (Bang et al., 2020) explains that TRA is a theoretical framework that explains human behavior based on intentions, which are influenced by two main components: attitudes toward behavior and subjective norms. In the context of this research, TRA is particularly relevant as it helps to understand how digital competence, digital culture and individual experience influence job satisfaction and performance of employees at Palopo City SOE Bank. Digital competence and digital culture shape positive attitudes among employees, where employees who are confident in their digital skills tend to have higher job satisfaction. This positive attitude encourages more active engagement in tasks, thereby improving performance. Additionally, an inclusive digital culture creates norms that support the use of technology. When employees see support from peers and superiors, they are more motivated to integrate technology in their work. TRA also shows that behavioral intentions, such as adapting to technology, are influenced by attitudes and subjective norms. This research shows that job satisfaction serves as a mediator between individual experience and performance, thereby increasing employees' intention to perform. Thus, the application of TRA in this study provides important insights into the influence of psychological and social factors on employee performance, and offers practical recommendations for management to improve digital competencies and culture, which have an impact on employee performance.

individual behavior is influenced by the intention to perform the action. This intention, in turn, is influenced by two main factors: attitude towards the behavior and subjective norm. Attitude towards the behavior reflects an individual's evaluation of whether the behavior has positive or negative consequences. Meanwhile, subjective norms refer to the individual's perception of significant others' views on whether the behavior should be performed. These two factors form the basis for an individual's decision to act. In an organizational context, TRA can be used to understand why employees take certain actions that support their performance. For example, if an employee has a positive attitude towards using a new technology (e.g., believes that the technology will increase productivity) and is supported by subjective norms (e.g., coworkers or superiors think it is important to adopt the technology), then the employee is more likely to have the intention to utilize the technology.

Digital culture and job satisfaction

Theoretically, the positive and significant relationship between digital culture and job satisfaction can be explained through the role of digital culture in creating a work environment that supports innovation and collaboration. A strong digital culture can improve internal communication, collaboration between teams, and adaptability to technological change (Huu, 2023). When digital values and norms are integrated into the organization, employees feel more valued and supported in developing their digital skills, which in turn increases job satisfaction. In the banking sector, a digital culture encourages the adoption of technologies that ease daily work, reduce work barriers, and increase employee efficiency and convenience. In addition, a digital culture that supports innovation encourages employees to be more proactive in meeting challenges and capitalizing on technological opportunities (Ogwueleka et al., 2022). This creates a higher sense of ownership and

engagement in their work. Studies show that organizations that actively adopt a digital culture are able to build employee trust and loyalty, which are important components of job satisfaction. In the context of this study, digital culture not only provides tools and resources to work more effectively but also builds a work environment that encourages professional growth and employee well-being.
H1. *Digital culture has a positive and significant impact on job satisfaction*

Digital culture and employee performance

The positive and significant relationship between digital culture and employee performance can theoretically be explained through the role of digital culture in creating a work environment that supports innovation and collaboration (Ogwueleka et al., 2022). Norms and values that support technology adoption, employees find it easier to integrate technology into their work, which ultimately increases productivity. In the banking sector, a digital culture helps employees adapt faster to changing customer needs and improves their ability to deliver quality services. In addition, digital culture enables organizations to create flexible work structures, such as the use of digital platforms for collaboration and performance reporting (Kane, 2019). This improves operational efficiency and speeds up the decision-making process, high employee performance is closely linked to the support of a digital culture that provides access to relevant tools and resources. With an internalized digital culture, employees are more motivated to perform, increasing the organization's competitiveness in an increasingly competitive market..
H2. *Digital culture has a positive and significant impact on employee performance.*

Job satisfaction and employee performance

The relationship can be explained through several theories and research. Job satisfaction reflects an individual's level of comfort, happiness, and satisfaction with their job (Rimal, 2022). These conditions motivate employees to provide optimal performance. Job satisfaction can be improved through proper training, career development, and job evaluation. These factors provide a positive psychological boost to employees, so they feel valued and contribute more to the organization (Hajiali et al., 2022). When employees are satisfied with their jobs, their loyalty and productivity will increase, which has a direct impact on achieving organizational targets. In addition, job satisfaction is often a mediating factor that strengthens the relationship between other factors, such as digital competence, organizational culture, and individual experience, to employee performance (Pudyaningsih et al., 2020). For example, positive individual experiences can improve work efficiency, which in turn improves employee satisfaction and performance. Empirical studies also show that employees who are satisfied with their working conditions tend to exhibit proactive behaviors, adopt new technologies, and collaborate with teams.
H3*. Job satisfaction has a positive and significant impact on employee performance.*

Digital competencies and job satisfaction

Theoretically, digital competencies have a negative and insignificant impact on job satisfaction because these competencies are more instrumental in improving operational efficiency than employees' psychological well-being (Milenkova & Manov, 2019). Digital competencies provide technical skills to complete tasks more quickly and accurately, but do not directly affect emotional dimensions such as satisfaction, rewards, or motivation suggesting that while digital competencies enable increased productivity, their impact on job satisfaction depends on interactions with other factors such as organizational recognition, ongoing training, and a supportive work environment (Sanusi et al., 2022). In addition, this insignificant negative impact may be explained by the relationship between technological mastery and the use of its potential in the organization. When employees with high digital competence feel their skills are not recognized or optimally utilized, they tend to experience decreased job satisfaction (Sundring Pantja Djati et al., 2020). This condition is further exacerbated if the organization does not provide the right managerial support or incentives to motivate employees. In the context of research at the Palopo City State-Owned Bank, these

results emphasize the importance of an integration strategy between digital competencies and organizational policies to create a more significant impact.

Herzberg's Two-Factor (Herzberg, 1959). Motivation Theory explains the insignificant effect of digital competencies on job satisfaction by distinguishing between factors that cause satisfaction (motivators) and dissatisfaction (hygiene factors). While digital competency is important for efficiency, it does not necessarily increase job satisfaction directly. Therefore, organizations need to create a supportive work environment, recognize achievements, and provide career development opportunities. Reward programs that recognize employee contributions, soft skills training, and open communication are also important for improving job satisfaction. With these measures, organizations can maximize other factors to increase employee satisfaction and productivity.

H4. *Digital competency has a negative and insignificant impact on job satisfaction*

Digital competencies and employee performance

The positive and significant relationship between digital competencies and employee performance can be explained through the important role of digital competencies in improving work efficiency and effectiveness (Hajiali et al., 2022). Digital competencies include employees' ability to operate technology, manage information, and implement digital-based solutions. This allows employees to complete tasks more quickly and accurately, while increasing their ability to handle complex tasks that require technical skills (Karsenti et al., 2020). Digital competencies are key in supporting adaptation to changes in the work environment, especially in the digital era that demands innovation and rapid response to customer needs. In addition, digital competencies support increased employee productivity by expanding their access to relevant technology tools and resources (Srivastava & Dangwal, 2021). In an organizational context, good implementation of digital competencies also helps improve collaboration among employees through the use of digital platforms and modern communication tools. This speeds up the decision-making process, reduces operational errors, and improves the quality of work output. With the ability to leverage technology to its full potential, employees not only meet but also exceed organizational expectations, which in turn has a significant impact on the bottom line.

H5. *Digital competency has a positive and significant impact on employee performance*

Individual experience and job satisfaction

The positive and significant relationship between individual experience and job satisfaction can be explained through the contribution of individual experience in creating a more structured and adaptive work environment. In theory, individual experience includes the ability to manage time, flexibility at work, and effective communication skills (Megawati et al., 2022). Explaining that employees with sufficient experience usually have the ability to better cope with job challenges and make the right decisions. This experience increases confidence and control over work, which ultimately provides a sense of satisfaction with the tasks performed (Hajiali et al., 2022). In addition, individual experience also enables employees to adapt more quickly to organizational changes, such as the introduction of new technology or different work procedures. This reduces levels of stress and frustration, which are often barriers to job satisfaction. Rich work experience also fosters good interpersonal relationships at work, improves team collaboration and creates a positive work atmosphere (Ogwueleka et al., 2022). Thus, individual experience not only improves operational efficiency but also creates conducive working conditions, which directly increases the level of job satisfaction.

H6. *Individual experience has a positive and significant impact on job satisfaction*

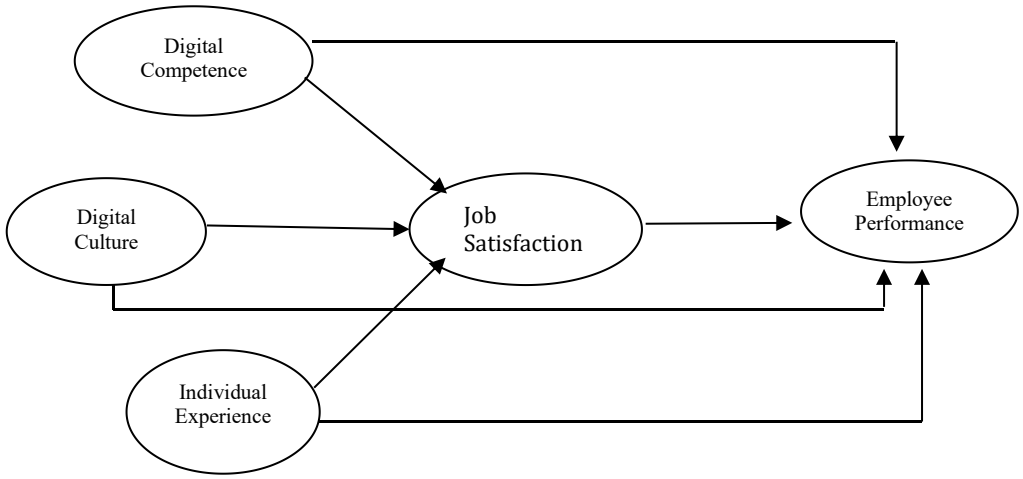
Individual experience and employee performance

The positive and significant relationship between individual experience and employee performance can be explained by the theory that individual experience directly contributes to the ability of employees to complete tasks effectively and efficiently. Individual experience includes the ability to manage time, flexibility at work, and good communication skills (Ogwueleka et al., 2022). It

shows that employees with rich work experience are better able to anticipate problems, make the right decisions, and overcome work challenges independently. This increases individual productivity, which in turn contributes to improving overall organizational performance. In addition, individual experience helps employees understand organizational dynamics, including policies, work procedures, and prevailing expectations (Yanchovska, 2021). With a better understanding, employees are able to adapt quickly to changes or work pressures, so as to provide optimal work results. Experience also provides a foundation for employees to share knowledge with coworkers, which creates a collaborative and innovative work environment. In the context of banking, good individual experience enables employees to provide high-quality services to customers, which is one of the main indicators of successful employee performance in the sector (Baran & Woznyj, 2020).

H7. *Individual experience has a positive and significant impact on employee performance*

Figure1. Research Framework Image



METHODS

Population and Sample

This study included all employees of state-owned banks in Palopo City as the population. Social media helped identify respondents through snowball sampling. There were 266 respondents in Palopo city who agreed to participate in the study. However, this study only received 226 responses. In the initial analysis, the study excluded 60 incomplete responses. Thus, the study had a response rate of 84.33%. According to the response rate exceeding 15% is considered acceptable for survey methodology. Therefore, this study has collected 226 responses and met all the requirements. Based on information about the characteristics of the research sample (table 1), the sample consists of employees of state-owned banks with female gender (58.2%). Furthermore, with a description of age 26-30 years (0.55%). Furthermore, the level of education is Bachelor / S1 (64%).

Table 1 : Description of Respondents

Variables	Percentage%	Variables	Percentage%
Gender		**Education Level**	
Male	95 (42.2%)	SMA/SMK	27 (12%)
Female	131 (58.2)	Diploma (D3)	53 (23.6%)
Age		Bachelor (S1)	144 (64%)
22-25 Years Old	42 (0.20%)	Master (S2)	1 (0.4%)
26-30 Years Old	122 (0.55%)		
31-40 Years Old	46 (0.22%)		
40-48 Years Old	14 (0.9%)		

Justification for Selection of Analysis Method

The Partial Least Squares - Structural Equation Modeling (PLS-SEM) method was used in this study because it considers two main factors, namely sample size and model complexity. PLS-SEM is a more flexible method for handling data with a limited number of samples compared to Covariance-Based SEM (CB-SEM). With 226 respondents, this approach is more suitable because it does not require the assumption of normal data distribution and is able to provide more accurate estimates even though the sample size is not too large. This research model consists of several latent variables that are interconnected with several measurement indicators. Under these conditions, PLS-SEM is superior in handling complex models, especially those that are predictive and exploratory. This method is able to estimate causal relationships without the need to assume small measurement errors, as in CB-SEM (Dash & Paul, 2021). PLS-SEM is also better at handling multicollinearity issues and can look at both reflective and formative latent variables, which makes it an appropriate method for this study. Therefore, PLS-SEM was chosen for this study based on how well the method fits the characteristics of the data and the purpose of the analysis.

Measurement and scale items

Measurement items and scales are key components of quantitative research that often fulfill research results. Appropriate measurement items should be able to capture the concept of the construct being measured. The same measurement items were used in previous empirical research. Due to the complexity of scale development, using existing measurement items is usually considered more practical than creating new measurement items (Latan et al., 2021). Digital competence (KD); Digital culture (BD); Individual experience (PI); Job satisfaction (KK); Employee performance (KR): measured using a seven-point Likert scale ranging from 1 (Strongly disagree) to 7 (Strongly agree).

Data Collection Procedure

This study used several steps in the data collection procedure. First, in developing the questionnaire, this study applied the reverse translation procedure from English to Bahasa Indonesia and back to English. This aims to ensure the clarity of the questionnaire content. Second, after obtaining the final version of the questionnaire, an initial pilot test was conducted by sending the questionnaire to 50 respondents for initial analysis. This procedure minimized potential biases that could affect the validity of the research results. This stage includes calculating possible measurement errors in survey methods, such as method bias, response bias, and social desirability bias. To improve the quality of the survey, as well as to ensure that the questionnaire is understood by the respondents. Third, the main research was conducted by distributing questionnaires through social media and email.

This was followed by a text notification to ensure that the questionnaires were received by the respondents. This method is considered one of the best methods to reach a wide range of respondents at low cost and in a short period of time. To increase the response rate, at the end of each month during the study period, we sent an email to the respondents as a reminder. To keep the respondents' personal data confidential, we ensured that their names and identities would not be disclosed in this study. Data collection was conducted during the period of October

Table 2. Data Collection Procedure

Building	Loading
Digital Competensi (KD) Diadaptasi dari Tran Dong Dang, Thi Nhu Quynh Vu, Tien Dung La, Van Kiem Pham (2024)	
Professional Commitment	0.872
Teaching And Learning	0.864
Digital Resources	0.866
Evaluation	0.874
Digital Culture(BD) Diadaptasi dari Mohd Javaid,Abid Haleem, Ravi Pratap Singh, Anil Kumar Sinha (2024)	
Stakeholders	0.728
Digital Education	0.771
Social Dimension	0.762
Social Digital	0.721
Individual Experience (PI) Diadaptasi dari Duan, S., Deng, H., & Wibowo, S. (n.d.). (2023)	
Time Planning	0.762
Teleworking	0.804
Fleksibilitas	0.782
Communication	0.787
Job Satisfaction (KK) Diadaptasi dari Tamirat Tafese Keltu (2024)	
Training And Development	0.980
Work Assessment	0.761
Career Development	0.978
Counseling	0.976
Employee Performance (KR) Diadaptasi dari Nhu-Mai Thi Nong, Nguyen Quynh Phuong, Ha Duc-Son.(2024)	
Employee Competence	0.964
Job Cometence Suitability	0.976
Social Exhange	0.711
Business Performance	0.979

Note ; Digital Competence (KD), Digital Culture (BD), Individual Experience (PI), Job Satisfaction (KK), Employee Performance (KR)

RESULTS AND DISCUSSION

RESULTS

This study uses Structural Equation Modeling (SEM) with the Partial Least Squares (PLS-SEM) version 4 approach to test the hypotheses (see Figure 1). The PLS method can model the connections between all the hidden factors at the same time, which fixes mistakes in the structural model caused by measurement errors. We chose this method because of its predictive accuracy, especially in complex cases. Additionally, PLS has proven valuable in situations with limited available theory or when model specifications are difficult (James et al., 2024).

Here are the criteria for evaluating the structural model (outer model) using SEM-PLS: Conducting reliability testing using composite reliability values and Cronbach's alpha Factor loadings and the average variance extracted (AVE) value indicate convergent validity. The correlation between latent constructs and the square root of the AVE value indicates discriminant validity.

Next, we conducted reliability testing on the outer model to verify the accuracy, consistency, and precision of the instrument in measuring the constructs. Combining composite reliability,

Cronbach's alpha, and rho-c, we found that all three statistics were above the recommended value (>0.70) (James et al., 2024) for reliability. Therefore, Table 3 concludes that the information is reliable. In line with the convergent validity principle, we checked for convergent validity by making sure that the construct indicators, or observed variables, had high correlations. We compared the factor loadings with the practical rule threshold (>0.6) (Hamid et al., 2022). Since the AVE was greater than 0.50, convergent validity is considered acceptable. The discriminant validity was checked by James et al., (2024) who looked at the relationship between latent variables and the square root of the AVE. The convergent validity test showed that the factor loadings for each construct were higher than the practical rule (>0.60), and the AVE values for each construct were also higher than the practical rule (>0.50). Table 3 shows the results of the convergent validity test. We used two criteria to evaluate discriminant validity. First, we applied the technique from Fornell & Larcker, David, (1981). For each construct, the square root of the AVE value should be larger than the correlation between other constructs. The Heterotrait-Monotrait (HTMT) ratio is another new way we suggest you use to check the discriminant validity of variance-based SEM. The goal of this method is to address significant issues in testing discriminant validity (Henseler et al., 2015). HTMT is more sensitive to detecting discriminant validity problems compared to other criteria. To make sure discriminant validity, the HTMT value between two constructs should be less than (<0.90). All of the variables in our study meet both of these requirements, as shown in Table 3.

Structural Model

The criteria used to evaluate the structural model (inner model) using SEM-PLS are as follows: For dependent constructs, we use R-squared. To determine the significance values, the bootstrapping procedure is applied, ensuring that the t-value is greater than (>1.96) and the significance level exceeds 5%. To test the hypotheses put forward in this study, the bootstrapping method was used on the structural model evaluation (the inner model), which is shown in Table 4. We use R^2 and Q^2 values for the dependent latent constructs to evaluate the structural model. According to Latan et al., (2021), an R^2 value of 0.75 generally represents a strong category, 0.50 represents a moderate category, and 0.25 represents a weak category. For Q^2, a practical rule value >0 indicates that the model has predictive relevance, and a practical rule value <0 indicates that the model lacks predictive relevance.

The analysis results yield an R^2 value for each construct, with the construct reputation of Trust at 0.476. This indicates that social media information quality, frequency of social media use, and social media political marketing activities contribute 47.6% of the variability in trust, classifying the model as weak. However, the Q^2 value for trust is 0.457 > 0, indicating that the model has predictive relevance. The construct value for political engagement is 0.388, which is greater than zero. Social media information quality, frequency of use, and political marketing activities on social media contribute 38.8% of the variability in political engagement, placing it in the moderate category. The model's predictive relevance is demonstrated by the Q^2 value of 0.341, which is greater than 0.

Tabel 3 : Reliability, convergent and discriminant validity

Construction	1	2	3	4	5
Digital Culture (BD) (1)	*0.557*	0.729	0.668	0.574	0.753
Digital Competense (KD) (2)	0.746	*0.862*	0.555	0.443	0.714
Job Satisfaction (KK) (3)	0.607	0.928	*0.832*	0.513	0.614
EmployeePerformance (KR) (4)	0.549	0.516	0.912	*0.756*	0.549
Individual Experience (PI) (5)	0.465	0.404	0.456	0.870	*0.615*

Notes: The values on the diagonal in bold are the square root of the Average Variance Extracted (AVE) of each factor. The value below the diagonal is the correlation between factors, and the value above the diagonal is the HTMT 1 Heterotrait-Monotrait ratio; the criterion confidence interval does not include 1; HTMT90 -Henseler et al. (2015). Digital Competence (KD), Digital Culture (BD), Individual Experience (PI), Job Satisfaction (KK), Employee Performance (KR)

Tabel 4 : Pengujian Hipotesis

Hypothesis	Relationship	Coefficient	T	R2	Q2	p-Value	Decision
		Path	Statistics	Square			
Effect Directhly							
H1	BD → KK	0.358	4.150**			0.000**	supported
H2	BD → KR	0.247	2.762**			0.006**	supported
H3	KK → KR	0.172	2.276**			0.023**	supported
H4	KD → KK	0.062	0.970ns			0.332ns	No supported
H5	KD → KR	0.195	2.816**			0.005**	supported
H6	PI → KK	0.381	4.428**			0.000**	supported
H7	PI→ KR	0.187	2.038**			0.042ns	No supported
No effect Directly							
	BD → KK → KR	0.062	1.905ns			0.057ns	No supported
	KD → KK → KR	0.011	0.799ns			0.424ns	No supported
	PI → KK → KR	0.066	2.166**			0.030**	supported
	KK			0.754	0.754		
	KR			0.813	0.362		
Efek Total							
	BD→ KR	0.062	0.062			0.057ns	
	KD → KR	0.011	0.799			0.424ns	
	PI→ KR	0.066	2.166			0.030**	

Notes: ** statistically significant at 5%; ns not significant. The rule of thumb for the R Square value is as follows:
0.75 for the strong category; 0.50 for the medium category, and 0.25 for the weak category. The rule of thumb value for Q2 > 0 indicates that the model has predictive relevance, and the rule of thumb for Q2 < 0 indicates that the model has no predictive relevance. Digital Competence (KD), Digital Culture (BD), Individual Experience (PI), Job Satisfaction (KK), Employee Performance (KR)

We used the bootsrapping method to calculate the path coefficients of the PLS test results to assess significance (Table 4). The analysis results show that digital culture (H1) has a positive and significant effect on job satisfaction (β=0.358; p<0.05). In addition, digital culture (H2) has a positive and significant effect on employee performance (β=0.247; p<0.05). Job satisfaction (H3) has a positive and significant effect on employee performance (β=0.172; p<0.05). Digital competence (H4) has a positive but insignificant correlation with job satisfaction (β=0.062; p>0.05). Digital competence (H5) has a positive and significant effect on employee performance (β=0.195; p<0.05). Individual experience (H6) has a positive and significant effect on job satisfaction (β=0.381; p<0.05). And individual experience (H7) has a positive and significant effect on employee performance (β= 0.187; p<0.05). Overall, this study supports its hypotheses, with the other hypotheses not significantly affecting the findings of the analysis. Overall, this study supports its hypotheses, with other hypotheses not significantly affecting the findings of the analysis.

DISCUSSION

This study explores the influence of digital competence, digital culture, and individual experience on job satisfaction and employee performance at a state-owned bank in Palopo City. With a quantitative approach using Partial Least Squares-Structural Equation Modeling (PLS-SEM), this study provides comprehensive insights into the role of these variables in improving organizational performance, especially in the digital era.

Digital Competency and its effect on Job Satisfaction and Employee Performance

Digital competency is defined as an individual's ability to effectively operate digital technology to improve work efficiency. In the context of this study, digital competency proved significant to employee performance but insignificant to job satisfaction. This finding is in line with the literature showing that digital competencies support productivity improvements through technology optimization (Hajiali et al., 2022). For example, mastery of financial software can speed up the transaction process and data analysis in the banking sector. However, the impact of digital competencies on job satisfaction still shows insignificant results. This can be explained by the need for supporting factors, such as organizational recognition and a supportive work environment. Without appreciation or career development opportunities, technological mastery does not directly improve employees' psychological well-being. Therefore, organizations need to integrate digital competency training with holistic human resource management policies.

Digital Culture and its effect on Job Satisfaction and Employee Performance

Digital culture includes values, norms, and behaviors that encourage optimal use of technology in organizations. In this study, digital culture has a significant positive influence on job satisfaction and employee performance. An inclusive and supportive digital culture allows employees to more easily adapt to new technologies, increase efficiency, and create a collaborative work environment. This finding supports the study of Javaid et al. (2024) which shows that digital culture accelerates the decision-making process and increases productivity. In the context of banking, digital culture plays a key role in delivering technology-based services that meet customer needs. By providing digital tools and platforms that make work easier, organizations not only improve employee performance but also create a work environment conducive to professional growth. This positive impact is also seen in increased job satisfaction, where employees feel supported to innovate and face job challenges proactively.

Individual Experience and its effect on Job Satisfaction and Employee Performance

Individual experience, which includes the ability to manage time, flexibility, and communication skills, has a significant influence on job satisfaction and employee performance. Employees with rich work experience are able to better anticipate job challenges and make informed decisions. This improves operational efficiency as well as the quality of services provided

to customers. The impact of individual experience on job satisfaction can be seen in employees' ability to deal with work pressures with more confidence. With sufficient experience, employees feel they have more control over their work, which contributes to a sense of satisfaction with the tasks performed. In addition, work experience also encourages better team collaboration, creating a positive work atmosphere.

Job Satisfaction as a Mediating Variable

Job satisfaction plays a mediating role between individual experience and employee performance. This research shows that when employees are satisfied with their jobs, their motivation and loyalty increase, which has a direct impact on productivity. This finding supports Herzberg's motivation theory which emphasizes the importance of motivator factors, such as recognition and career development, in creating job satisfaction. However, job satisfaction did not mediate the relationship between digital competency and digital culture with employee performance. This suggests that while these variables directly affect performance, their effect on job satisfaction requires interaction with other factors, such as organizational support or appreciation of individual contributions.

Research Limitations and Recommendations for Further Research

This study has several limitations. First, the geographical coverage of the study is limited to Palopo City, so the results may not be generalizable to the banking sector in other regions. Future research is recommended to expand the geographical coverage or compare the results between various industry sectors. Second, this study used a cross-sectional design, so it cannot identify changes in the relationship between variables over time. Longitudinal research can be conducted to understand the dynamics of the relationship. Third, this study only uses three independent variables. Further research could integrate other variables, such as leadership style or technology support, to provide more comprehensive insights.

CONCLUSIONS

This study shows that digital competence, digital culture, and individual experience play an important role in improving employee performance in the banking sector, especially state-owned banks in Palopo City. Digital competency is proven to have a significant influence on employee performance, but its impact on job satisfaction is not significant. This indicates that while technological mastery can improve work efficiency, it needs to be supported by a conducive work environment and organizational rewards to improve employee job satisfaction. Digital culture was found to have a significant influence on job satisfaction and employee performance. This culture provides support for collaboration, innovation, and technology adoption, which creates a more productive work environment. Individual experience also has a significant impact on job satisfaction and employee performance. Rich work experience increases confidence, adaptability, and effectiveness in completing tasks, all of which contribute to organizational success.

Job satisfaction plays a mediating role between individual experience and employee performance, but is not found in the relationship between digital competence and digital culture to performance. This confirms that job satisfaction, as a psychological aspect, is more influenced by individual experience factors than by technical factors or organizational culture.

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