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## IMPACT OF JOB TRAINING ON EMPLOYEE PERFORMANCE THROUGH DIGITALIZATION OF SERVICES AND WORK MOTIVATION IN THE LOCAL GOVERNMENT OF BANGGAI ISLANDS DISTRICT, CENTRAL SULAWESI PROVINCE

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### Abstract

This study aims to determine the effect of job training on employee performance through digitalization of services and work motivation in the Regional Government of Banggai Islands Regency, Central Sulawesi Province. This study uses a quantitative approach by taking a population of all employees in the Regional Government of Banggai Islands Regency, Central Sulawesi Province, as many as 127 people. The sampling technique used is total sampling, while the data analysis technique uses path analysis. The results of the path I test show the effect of training on digitalization, then, then in the path II analysis, it is known that there is an effect of job training on motivation at the Regional Government Office of Banggai Islands Regency. In the path III analysis, there is an effect of job training, motivation and digitalization on employee performance. The Sobel test shows that there is an effect of training on employee performance through digitalization, and there is an effect of job training on employee performance through motivation at the Regional Government Office of Banggai Islands Regency.

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### Keyword :

Job Training, Service Digitalization, Motivation, Employee Performance

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## 1 Introduction

Local governments have a very important role in managing and serving the communities in their areas. The performance of employees in local governments greatly determines the effectiveness of public services, so various efforts are needed to improve these performance. Two important factors that can affect employee performance are job training and service digitalization.

Job training is one way to improve employee competence, skills, and knowledge. With the right training, employees will be able to carry out their duties more effectively and efficiently. Job training can also increase employees' work motivation, as they feel more prepared and confident in facing challenges in the work environment. In the context of local government, training that is relevant to the demands of the times, such as information technology and digital-based public services, is urgently needed.

As stated by Hon and Leung (2011) and Robbins and Judge (2013), human resources have an important role in an organization or company. In this case, high-performance employees are human resources who play a dominant role in carrying out the company's operational activities in order to achieve the vision, mission, and goals that have been set (Mai et al., 2016). Therefore, organizations/companies must respect all aspects of their employees so that quality and superior performance human resources are realized (Robbins & Judge, 2013).

High-quality human resources are required by all organizations, regardless of size. This is due to the fact that human resources are one of the most important components for the success of a company. To address today's human resource issues, effective and flexible personnel management is needed. Companies must change and evolve because the competition in today's world is getting tougher. One way that can be done is to provide training programs and increase the motivation of the workforce to improve and improve the quality of the workforce so that companies can overcome existing problems and improve their performance in the midst of today's fierce competition.

The training quoted by Mangkunegara (2015) is a short-term education process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills in limited objectives. Training is also an effort to improve the mastery of various skills and techniques for carrying out certain work, detailed and routine (Handoko, 2016:28), by including important matters including training methods, trainers, training facilities, training needs, organizational support, training benefits, training materials and perceptions of trainees (Notoatmodjo, 2015).

The training consists of 2 main categories of training programs, namely the on the job training method (a method whose implementation is carried out in the workplace), and the off the job training method (the implementation is carried out outside the workplace). Specifically, the off the job training method method is divided into simulations and information presentations (Handoko, 2016:30).

The definition of training is simply defined by Pramudyo (2017) as: "A learning process designed to change people's performance in doing their work". What is meant in this case is that there are four things that must be considered. Namely, the training process, trainees, performance, and work. It must be understood that the training process refers to a change that must occur in the trainees.

Then the indicators of the training used in this study refer to what was revealed by Hariandja (2012:27), namely the training method on the job training, and the training method off the job training. In this case, training is closely related to the demands of job duties from the organization.

Along with the development of information technology, many local governments have begun to implement digitalization in public services. Digitalization allows administrative and service processes to be faster, more transparent, and more accurate. In Banggai Islands Regency, Central Sulawesi Province, digitalization efforts are becoming increasingly relevant because they can support more efficient resource management and improve the quality of services to the community. However, the implementation of digitalization also requires readiness from employees, which includes the ability to use technology as well as changes in work patterns.

Technology provides a combinatorial effect that accelerates progress in various aspects both in the business field and community life exponentially (Royyana, 2018). Every technology is designed to facilitate and support human activities (Mukhsin, 2020). Information technology today is very important because many government organizations have applied information technology to support organizational activities. The application of information technology in government organizations certainly has different goals because the application of IT in an organization is to support the interests of its organization (Yohanes et.al, 2013). Even technological developments can eventually change perspectives, behaviors, and traits by adopting technological changes (Santoso et al., 2020). Information and information technology have developed in society and it is difficult to think of public problems or government services that do not use information technology (Gil-Garcia et al., 2018). Given the rapid growth of technology, many governments have adopted it to redefine the way governments

interact with their citizens (Warf, 2014). Changing the way the government works by transforming the way computers and information technology work, where connectivity, efficiency, transparency, and information sharing are the basic principles of government to be connected (Harimurti, 2010). In Indonesia, to respond to the development of information technology or the industrial revolution 4.0, the government issued a policy through Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE) which aims to realize clean, effective, transparent, and accountable governance as well as quality and reliable public services. Long before the electronic-based government system policy emerged, the government had also issued an e-Government policy through Presidential Instruction No. 23 of 2003 concerning national policies and strategies for the development of Indonesian e-Government. The government's efforts to improve public services through an information technology approach are certainly a breakthrough that is indispensable.

In addition to a good job training system and digitization of services, one of the efforts to increase employee morale can be done by providing work motivation. According to Manullang (2001), work motivation is something that causes encouragement or enthusiasm at work. Motivated employees can work more focused and make the work they do can be completed with more optimal results. A good company should be able to keep their employees motivated at work. One of them is by meeting the needs of employees at work such as sufficient rest hours and fulfilled work facilities. On the other hand, if the needs of employees are not met, it can reduce the work motivation of employees in the company.

The ability of employees to do something or certain skills. Employee performance is very necessary, because performance will be known about how far the employee's ability is in carrying out the tasks assigned to him (Sinambela, 2012).

Employee Performance is the result of the implementation of a job, both physical/material and non-physical/non-material. The definition of employee performance refers to the ability of employees to carry out all their duties for which they are responsible. These tasks are usually based on established success indicators. As a result, it will be known that an employee is included in a certain level of performance.

The PAD effectiveness ratio for fiscal years 2010 to 2012 is 128.58%, 122.42%, and 127.62% respectively, where the total realization of PAD is above the PAD budget that has been set. This is due to regional taxes and regional levies, the realization of which is above the budget that has been set. In accordance with the guidelines for assessment and financial performance, the level of effectiveness of the PAD of the Banggai Islands Regency Government for the fiscal year 2010 to 2012 is very effective, because it is in an interval above 100 percent. So that the performance of the Banggai Islands Regency Government for the 2010-2012 Fiscal Year is classified as good when viewed from the level of independence, effectiveness, and level of harmony, while when viewed from the level of efficiency is quite good, and when viewed from the growth is still not good (Karlina, 2022).

I Wayan Sutya Edi Kumara, I Wayan Mudhiarta Utama (2016). In the study *The Effect of Training on Employee Performance with Leadership Mediation at the Satriya Cottages Kuta-Bali Hotel*, it was explained that training has a direct effect on employee performance, leadership has a direct effect on the performance of employees at the Satriya Cottages Kuta Bali hotel, and training has a direct effect on employee performance with leadership mediation.

Based on research conducted by Apriliana in 2020 and Awalina in 2019, stating that if financial literacy has a positive and significant influence on interest in using e-wallets, the statement reflects that the high level of financial knowledge from a person encourages them to use technology such as Go-Pay.

Based on the results of observations that have been made at the Gorotalo City Education Office, it can be seen that the work motivation of employees is still low, this can be seen from some employees who do not carry out their duties properly and there are often delays in completing work that is an obligation as an employee. And there are some employees who do not obey the rules of working hours, in this case it can be seen that there are employees who do not arrive on time, during working hours there are still some employees who are in the office yard and this does not show that the employee is doing a job, and using rest time exceeds working hours, employees tend to spend time relaxing and are not disciplined at work. This kind of thing shows that there is no discipline in working time or regulations that have been set. So that a good or bad attitude of discipline can also determine the results of work in accordance with the attitude shown by the employee.

Research related to the influence of job training and service digitalization on employee performance is mostly carried out in urban areas or areas with better technological infrastructure. However, there is still a lack of research on how this applies in more remote areas such as Banggai Islands Regency, where geographical challenges and access to technology may be more limited.

Although the digitization of services in the public sector is a growing topic, most studies focus on central areas of government or large cities. Research on implementation and its impact on employee performance at the local government level, especially in Central Sulawesi, has not been done much.

## 2 Research Method

The strategy used in this study uses an associative research strategy. According to Sugiyono (2018: 92), associative strategy is a study that seeks an influence between two or more variables. The strategy that supports this study uses the survey sample method, namely by collecting and analyzing data by seeking opinions from the subjects being studied (respondents) using questionnaires, which aims to find out whether or not there is an influence between the variables X (Training), Y1 (Digitalization), Y2 (Motivation), Z (Performance). This research will be carried out in the Regional Government of Banggai Regency, Central Sulawesi Province. The research was conducted in August-October 2024. Population is the entire object of research in the form of people, objects, events and symptoms that occur, which is a variable needed to solve research problems. Therefore, the population in this study is all employees in the Regional Government of Banggai Islands Regency, Central Sulawesi Province as many as 127 people. The sampling technique used is total sampling. Total sampling is to take the entire population as a sample. The sample in this study is all employees in the Regional Government of Banggai Islands Regency, Central Sulawesi Province who work in the period of August-October 2024 as many as 127 people. Primary data research is carried out by the author through direct research to the field (field research) by conducting interviews, observations, and questionnaires. Meanwhile, secondary data collection is carried out through library research.

## 3 Result and Discussion

The validity test was carried out to find out the extent to which the questionnaire prepared was able to measure the indicators to be measured or analyzed by using measuring tools. This validity test uses Pearson Correlation, which is by calculating the correlation between the score of each question item and the total score. To obtain the reliability of the measuring tool as a whole from the questionnaire, the correlation coefficient was searched using r table with a significance level of 5% or 0.05, from here the values  $df=n-2$ ,  $df=127-2=125$  were obtained. In the distribution table of the value of r table for 5% significance, the number r table = 0.2461 is obtained then compared to the r value obtained from the r table with the r calculation result. If r is tabled in  $r < r$  calculated, then the statement is valid:

**Table 4.1**  
**Uji Validitas Variabel**

<b>Variabel</b>	<b>Indikator</b>	<b>Corrected Item-Total Correlation</b>	<b>r Tabel</b>	<b>Sig</b>	<b>Keterangan</b>
Pelatihan (X)	X1	0.760	0.1466	0.000	Valid
	X2	0.782	0.1466	0.000	Valid
	X3	0.768		0.000	Valid
	X4	0.866		0.000	Valid
	X5	0.908		0.000	Valid
Digitalisasi (Y1)	Y1.1	0.698		0.000	Valid
	Y1.2	0.828		0.000	Valid
	Y1.3	0.774		0.000	Valid
	Y1.4	0.813		0.000	Valid
	Y1.5	0.774		0.000	Valid
Motivasi (Y2)	Y2.1	0.741		0.000	Valid
	Y2.2	0.910		0.000	Valid
	Y2.3	0.652		0.000	Valid
	Y2.4	0.761		0.000	Valid
	Y2.5	0.910		0.000	Valid
Kinerja (Z)	Z1	0.802		0.000	Valid
	Z2	0.781		0.000	Valid
	Z3	0.726		0.000	Valid
	Z4	0.865		0.000	Valid
	Z5	0.909		0.000	Valid

Source : Primary Data processed, 2024

From the table above, each statement item in the variables Job Training, Service Digitalization, Work Motivation and Employee Performance, obtained the value of Corrected Item-Total Correlation > R Product Moment value. This shows that all indicators used in the variable are declared valid.

This study uses path analysis to find the influence of independent variables on dependent variables by regressing X, Y to Z as dependent variables. The regression results like this can be seen in the table below:

**Tabel 4.2**  
**Hasil Pengujian Jalur I**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.941	1.691		7.062	.000
Pelatihan Kerja	.463	.079	.366	5.887	.012

a. Dependent Variable: Digitalisasi Layanan

Source : SPSS 2024

Based on the SPSS output table, the available analysis results are then arranged into the following equations:

$$X = Y1 + e1$$

Based on the regression equation, the following results are obtained:

$$X = 0,366 X + e1$$

Means :

The regression coefficient value of the digitization variable is + 0.366, if the Job Training variable increases, the Service Digitalization variable will also increase, and vice versa.

**Tabel 4.3**  
**Hasil Pengujian Jalur II**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.712	1.582		8.034	.000
Pelatihan Kerja	.427	.073	.261	5.807	.043

a. Dependent Variable: Motivasi Kerja

Based on the SPSS output table, the available analysis results are then arranged into the following equations:

$$X = Y2 + e2$$

Based on the regression equation, the following results are obtained:

$$X = 0.261 + e_2$$

Means :

The regression coefficient value of the Job Training variable is + 0.261, if the Job Training variable increases, the Work Motivation variable will also increase, and vice versa.

**Tabel 4.4**  
**Hasil Pengujian Jalur III**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.049	.262		.186	.853
	Pelatihan Kerja	.980	.012	.485	85.089	.012
	Digitalisasi Layanan	.021	.046	.021	1.752	.042
	Motivasi Kerja	-.003	.042	.004	1.878	.038

a. Dependent Variable: kinerja

Source : SPSS 2024

Based on the SPSS output table, the available analysis results are then arranged into the following equations:

$$Z = X + Y_1 + Y_2 + e_3$$

Based on the regression equation, the following results are obtained:

$$Z = 0.485 + 0.021 + 0.004 + e_3$$

Means :

1. The regression coefficient value of the Job Training variable is + 0.485, if the Job Training variable increases, the employee performance variable will also increase, and vice versa.
2. The regression coefficient value of the Service Digitization variable is + 0.021, if the Service Digitization variable increases, the performance variable will also increase, and vice versa.
3. The coefficient value of the regression value of the Work Motivation variable is + 0.004, if the Work Motivation variable increases, the performance variable will also increase, and vice versa.

## **The Effect of Job Training with Service Digitalization in the Regional Government of Banggai Islands Regency, Central Sulawesi Province**

In the output of SPSS, it is known that the calculation value on the job training variable with service digitization has a t-value of 5,887, while the t-table is 1,657, the p-value is  $0.000 < \alpha 0.05$ , this shows that the training variable has a positive effect and significance on the digitization of employee work services in the Banggai Islands Regency Regional Government Office.

The influence of job training on the digitalization of services is very relevant in this modern era, especially in various sectors, including the public sector. Digitization of services has become a major need in improving service efficiency and quality. In this context, job training plays a very important role in ensuring that employees have the necessary skills to take advantage of the latest technology and adapt quickly to changes that occur in the work environment (Indriasari, Fadjrini, & Fatmawati, 2024).

Job training provides an in-depth understanding of the use of new technologies, so employees can operate digital systems more easily and confidently. With the right training, employees can optimize the use of digital tools and applications that support their tasks, which in turn will increase operational effectiveness. This is very important in the public sector which requires fast and accurate services to the community.

In addition, continuous training also serves to reduce the digital skills gap that is often an obstacle to technology adoption in the workplace. Employees with limited digital skills may find it difficult to adapt to the new system, which can slow down the digitalization process. With targeted and relevant training, this gap can be addressed, allowing employees to contribute optimally in the digital age.

Effective training in the context of service digitalization also accelerates the adoption of technology in the work environment. Employees who have received adequate training are faster in mastering new technologies, so that they can provide faster, more efficient, and targeted services. With the increasing digital competence of employees, organizations can experience the immediate benefits of digitalization, such as increased productivity, customer satisfaction, and better competitiveness in an increasingly technology-dependent market.

The digitization of services not only includes the use of technological tools, but also involves significant changes in the way of working, mindset, and approach in serving the community. Digital transformation requires every employee to not only master technology, but also to transform the way they interact with technology and how they carry out their daily tasks. Therefore, effective job training is key to ensuring that employees are ready to face these changes and can adapt quickly (Kadri, Madjir, & Andriyani, 2024).

Targeted job training helps human resources (HR) in understanding and mastering the digital systems used in the organization. This includes introduction and training to use new technological devices implemented in public services. This training provides an in-depth understanding of how this technology works and how to operate it efficiently, which will ultimately improve the quality of services provided to the community.

In addition, the training also involves an understanding of data security, which is a crucial aspect in the digitization of services. Employees need to be trained to handle personal data and sensitive information in a safe manner and in accordance with applicable regulations. Understanding digital information management is also crucial, as organizations need to ensure that managed information can be accessed easily and in an orderly manner without sacrificing quality or security. With a good understanding of this aspect, employees can minimize the risk of data leakage or errors in information management.



With the right training, employees can provide more responsive and proactive services, in accordance with the needs of an increasingly dynamic society. Trained employees can respond faster to community demands, solve problems more efficiently, and provide more appropriate solutions. This will increase public satisfaction and strengthen public trust in the services provided, as well as increase the effectiveness and operational efficiency of the organization.

In addition, digitalization often requires a change in organizational culture, which is not always easy to implement. Training can help facilitate this change by strengthening employees' commitment to the digitalization vision. Trained employees will be better prepared to accept change, not only from the technical aspect but also from the mentality. They are becoming more open to innovation and more flexible in adapting to more dynamic service demands. This is where on-the-job training serves as an important instrument to support the transition from a manual system to a digital system (Kadri, Madjir, & Andriyani, 2024).

This is in line with research by Hermawan, A. and Suryadi, D. (2022) entitled Digitization of Public Services: The Role of Job Training in Facing the Era of the Industrial Revolution 4.0. This research highlights the importance of training as one of the key components in preparing employees for digital transformation in the public sector. It was found that organizations that consistently provide training related to digital technology are faster to adapt and have better service performance compared to those that do not (Kustiawan, et al., 2022).

### **The Effect of Job Training with Work Motivation in the Regional Government of Banggai Islands Regency, Central Sulawesi Province**

In the output of SPSS, it is known that the calculation value on the job training variable with work motivation is 5.807, while the t table is 1,657, the p value is  $0.000 < \alpha 0.05$ , this shows that the job training variable has a positive effect and significance on work motivation in the Banggai Islands Regency Regional Government Office.

Job training provides an invaluable opportunity for employees to develop both professionally and personally. Through training, employees not only acquire the technical skills needed to carry out their duties, but also develop interpersonal and leadership competencies that are useful in day-to-day work relationships. With opportunities to learn and develop themselves, employees feel valued and given space to grow in a supportive environment (Andayani & Makian, 2016).

Quality training allows employees to expand their knowledge and abilities, which can ultimately increase their confidence and competence. When employees feel that they have enough knowledge and adequate skills, they are better prepared to face the tasks and challenges assigned to them. This confidence is very important to improve their work performance, because they will feel more confident in making decisions and completing work with satisfactory results.

Furthermore, when employees feel more competent in performing their tasks, work motivation levels tend to increase. Employees who feel capable and confident in their work will feel more inspired to give their best. It can also have a positive effect on their loyalty and commitment to the organization. High motivation encourages employees to work harder and make a greater contribution to the achievement of organizational goals.

Mastering new skills or increasing understanding of their work makes employees feel more excited and enthusiastic in completing existing tasks. The sense of accomplishment that comes after mastering a new skill gives employees satisfaction and a sense of pride,

which in turn will encourage them to keep learning and innovating. It also creates a positive cycle in the workplace, where employees are constantly striving to hone their skills and achieve higher goals, both for personal development and the overall success of the organization.

Training can also be a tool to clarify future career paths. By attending relevant training, employees can see broader career development opportunities in the organization. The knowledge that their skills are valued and can lead them to promotions or greater responsibilities is often a motivating factor for work. Employees will feel that their efforts are valued and that they have a clear future in the organization, which automatically affects the level of commitment and desire to achieve.

Furthermore, job training can help overcome boredom or boredom at work. Employees who go through monotonous work routines tend to experience a decrease in motivation. By participating in training, employees get the opportunity to learn new things, meet peers from different departments, and broaden their perspectives. This can re-stimulate work morale and give new energy to face existing job challenges. Training also helps them develop new strategies at work, which can increase productivity and efficiency (Anggraeni, Hasna, Novitasari, & Asbari, 2020).

Finally, Job training has a significant long-term influence on organizational culture. Organizations that consistently provide training to their employees not only improve individual skills, but also develop a culture that supports continuous learning and development. In this kind of environment, employees feel valued and encouraged to keep learning, which in turn creates a positive and productive atmosphere in the workplace.

With structured and ongoing training, employees feel that they are in the right place to continue to grow and innovate. They are given the opportunity to hone their skills and explore new potentials, leading to improved individual and team performance. Organizations that support this development not only benefit employees, but also create a solid foundation for the organization's long-term growth and success.

The importance of training in increasing work motivation is becoming increasingly clear in this context. When employees feel empowered and have the skills needed to complete their tasks well, their motivation levels naturally increase. Motivated employees will show greater dedication in their work, which has an impact on better performance overall. This motivation also strengthens a sense of ownership and responsibility towards the organization's goals.

This positive cycle leads to better outcomes for the organization. With increased performance and motivation, organizations will benefit in the form of higher productivity, better operational efficiency, and increased customer satisfaction. These good results further reinforce the positive culture in the organization, creating a work environment that supports innovation and the achievement of shared goals. Thus, job training not only has an impact on employees, but also on the overall success of the organization in the long run.

This is in line with research by Rahmawati, N. and Priyono, A. (2021) entitled *The Role of Job Training in Increasing Employee Motivation and Loyalty in the Technology Industry*. The study found that structured job training significantly increases employee motivation, especially in the face of rapid technological change. With adequate training, employees feel more prepared and confident in facing new challenges, which increases their motivation to contribute more to the company. The study also highlights how continuous training is able to maintain employee loyalty in the midst of fierce industry competition.

### **The Effect of Job Training on Employee Performance in the Regional Government of Banggai Islands Regency, Central Sulawesi Province**

In the output of SPSS, it is known that the calculation value on the training variable with employee performance t value is 85,089 while t table is 1,657, p value  $0.012 < \alpha 0.05$ , this shows that the training variable has a positive effect and significance on employee performance in the Banggai Islands Regency Regional Government Office.

Job training is an important investment for companies to improve the quality of human resources. Through training, employees can acquire new knowledge, skills, and attitudes that are relevant to their duties and responsibilities. Effective training not only improves individual competence, but also has a positive impact on the overall performance of the company (Nur, 2020).

The relationship between job training and employee performance is very close. Training that is structured and relevant to job needs can improve productivity, efficiency, and quality of work. Trained employees have a better understanding of their duties, so they can get the job done faster and more accurately. Additionally, training can increase employee motivation and job satisfaction, as they feel valued and given opportunities to grow.

The improvement in employee performance resulting from job training can be measured through various indicators, such as increased productivity, reduced error rates, improved product or service quality, and increased customer satisfaction. In addition, training can also help employees in developing their careers, thereby increasing employee retention and reducing recruitment costs.

However, the effectiveness of on-the-job training largely depends on several factors, such as the relevance of the training to the needs of the job, the quality of the instructors, the training methods used, and the company's commitment to implementing the training. If the training is not well designed or implemented correctly, then the benefits will not be optimal (Wamnebo & Muttaqin, 2023).

Therefore, companies need to pay attention to important aspects in the implementation of job training, such as the analysis of training needs, the selection of the right training method, the evaluation of training results, and the implementation of a reward and recognition system to motivate employees. Thus, the company's investment in job training can provide maximum results and have a positive impact on company performance and employee welfare.

This is in line with research conducted by Putri Aldina Rahmawati, Samsuri, and Ismartaya (2023) in Central Lampung. Partially, training and environmental variables affect employee performance.

### **The Effect of Service Digitalization on Employee Performance in the Regional Government of Banggai Islands Regency, Central Sulawesi Province**

In the output of SPSS, it is known that the calculation value on the Digitalization variable with employee performance t value is 1,752 while t table is 1,657, p value  $0.042 < \alpha 0.05$ , this shows that the motivation variable has a positive effect and significance on employee performance in the Banggai Islands Regency Regional Government Office.

The digitization of services has become an inevitable trend in various sectors, including the public and private sectors. The application of digital technology in services has a significant impact on employee performance. Digitization of services allows employees to work more efficiently and effectively, improve service quality, and expand the reach of services (Ilyas & Bahagia, 2021).

One of the main influences of service digitalization on employee performance is the increase in work efficiency and effectiveness. With the existence of a digital system, work processes become more structured, automated, and integrated. Employees can access information and data in real-time, so they can complete tasks faster and more accurately. In addition, the digitization of services also allows employees to work remotely, thereby increasing work flexibility and productivity.

The digitization of services also has a positive impact on the quality of services provided to customers. Customers can access services easily and quickly through various digital platforms, such as websites, mobile applications, and chatbots. Service digitization also allows service providers to collect data and feedback from customers in real-time, thereby improving service quality and better meeting customer needs.

However, digitization of services also presents challenges for employees. Employees need to adapt to new technologies and have adequate digital skills. Companies or organizations need to provide adequate training and development for employees to improve their digital competencies. In addition, companies also need to pay attention to aspects of data security and customer privacy in implementing service digitization (Awaluddin, 2023).

This is in line with research conducted by Anita (2021) in Bogor. The results of the t-test show that the digitization of public services has a significant influence on employee performance. The calculated t-value is greater than the t-table, with the p-value less than 0.05. This indicates that the null hypothesis is rejected, and the alternative hypothesis is accepted. This means that there is a significant relationship between the digitization of public services and employee performance.

### **The Effect of Motivation on Employee Performance in the Regional Government of Banggai Islands Regency, Central Sulawesi Province**

In the output of SPSS, it is known that the calculation value on the Motivation variable with employee performance t value is 1,878 while the t table is 1,657, the p value is  $0.038 < \alpha 0.05$ , this shows that the variable of service digitization has a positive effect and significance on employee performance in the Banggai Islands Regency Regional Government Office.

Motivation is one of the key factors that affect employee performance in an organization. When an employee has high motivation, whether it comes from intrinsic or extrinsic factors, they tend to work more effectively and efficiently. Intrinsic motivation, which comes from within employees, such as a sense of satisfaction in completing tasks or a desire to grow, often provides a strong drive to achieve optimal results. Meanwhile, extrinsic motivation, such as awards or promotions, also has an important role in encouraging employees to work harder and achieve targets that have been set by the organization (Andayani & Makian, 2016).

Employee performance is greatly influenced by how much motivation they have in carrying out their tasks. Motivated employees tend to be more focused on goals and more disciplined in getting work done. They have an internal drive to give their best, which has a direct impact on the quality and quantity of work produced. On the other hand, employees who are less motivated tend to experience a decrease in productivity, often feel bored or less enthusiastic at work, which ultimately affects overall performance (Anggraeni, Hasna, Novitasari, & Asbari, 2020).

In addition, motivation also affects employees' attitudes towards their responsibilities. Employees who are highly motivated will feel more responsible for their work and more

proactive in finding solutions when facing problems. They not only work to meet the demands of the task, but also to innovate and contribute more to the organization. This is different from less motivated employees, who tend to work just to complete tasks without the urge to deliver better results.

Motivation also plays an important role in building a positive work culture. When employees are motivated, they tend to be more enthusiastic and optimistic in facing job challenges, which is then contagious to other colleagues. This creates a work environment that supports the overall performance of the team, as each individual contributes to the maximum. Therefore, employee motivation management must be a major concern for management, because a good level of motivation will directly increase productivity, efficiency, and organizational success in the long term (Andayani & Makian, 2016).

This is in line with research by Priyanto, R. (2020) entitled *The Influence of Motivation and Job Satisfaction on Employee Performance in the Banking Sector*. In this study, the t-test was used to find out whether motivation had a significant effect on performance. The results of the t-test showed that the calculated t-value for the motivation variable was 5.322, while the t-table at the significance level of 5% was 1.984. Since t counts are greater than t tables, it shows that motivation has a significant effect on employee performance. Thus, strong motivation in working improves employee performance in the banking sector, both in terms of productivity and the quality of services provided.

### **The Effect of Job Training Through Service Digitalization on Employee Performance in the Regional Government of Banggai Islands Regency, Central Sulawesi Province**

Based on the results of the calculation of the t-value, the calculation of the results of the sobel test for the Training variable (X) on employee performance (Z) through digitization (Y1) is 4.6027 at a significance of 0.000. This shows that the value of t calculation is greater than that of the t table, believe  $4.6027 > 1.657$  Therefore, it can be concluded that training has a positive effect on employee performance through digitalization.

The digitization of services has changed the job landscape, and job training through digital platforms has become increasingly important to improve employee performance. Digital training provides opportunities for employees to learn new skills, improve knowledge, and adapt to rapidly evolving technology (Awaluddin, 2023).

Job training through service digitization has a positive impact on employee performance by increasing work efficiency and effectiveness. Digital platforms allow easy access to training materials, so employees can learn according to their needs and free time. In addition, digital training can be conducted in a structured and measurable manner, so that companies can better monitor training progress and results (Wamnebo & Muttaqin, 2023).

Increasing the knowledge and skills gained through digital training can improve the quality of services provided to customers. Trained employees can make better use of technology, so that they can provide faster, more accurate, and more personalized service. Digital training can also help employees solve complex problems and find innovative solutions, thereby increasing customer satisfaction (Farrel Shidqi, 2023).

### **The Effect of Job Training Through Work Motivation on Employee Performance in the Regional Government of Banggai Islands Regency, Central Sulawesi Province**

Based on the results of the study, the t-value of calculating the results of the sobel test for the variable of job training (X) on employee performance (Z) through motivation (Y2) was 3,561 at a significance of 0.000. This shows that the value of t calculation is greater than

the t table of  $3,561 > 1,657$  Therefore, it can be concluded that job training has a positive effect on performance through motivation.

Effective job training not only improves employees' skills and knowledge, but can also motivate them to perform better. High work motivation can encourage employees to apply new knowledge and skills gained from training, thus having a positive impact on their performance (Andayani & Makian, 2016).

High work motivation can be triggered by a variety of factors, such as rewards for performance, opportunities for growth, and a sense of belonging to the job. Well-designed job training can provide opportunities for employees to learn and develop, thereby increasing their confidence and motivation. In addition, training can help employees understand how their work contributes to the company's goals, thereby increasing their sense of belonging and responsibility (Anggraeni, Hasna, Novitasari, & Asbari, 2020).

The relationship between job training, job motivation, and employee performance is very close. Effective training and high work motivation can create a positive circle that reinforces each other. Motivated employees will be more enthusiastic about participating in training, so that they can better absorb new knowledge and skills. New skills gained from training can improve employee performance, which in turn can increase their work motivation (Astuti, 2022).

#### 4. Conclusions

Based on the results of the analysis and discussion in the research that has been carried out, it can be concluded in this study that: From path I there is an influence of training on digitalization, then, then in the analysis of path II it is known that there is an influence of job training on motivation at the Banggai Islands Regency Regional Government Office. In the nalaisis of path III, there is the influence of job training, motivation and digitalization on employee performance. In the sobel test, it can be found that there is an influence of training on employee performance through digitalization, and there is an influence of job training on employee performance through motivation at the Banggai Islands Regency Regional Government Office. The implication in this study is that leaders at the Banggai Islands Regency Regional Government Office can find out the lack of motivation and there are still employees who lack human resource development, After this research was carried out, there was an evaluation of the training needs needed by employees at the Banggai Islands Regency Regional Government Office.

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