

ABSTRACT

The ongoing digital transformation in the banking industry requires Relationship Managers to maintain high levels of productivity amid increasingly complex customer demands and a rapidly changing business environment. This study examines the roles of digital capability, organizational support, and Employee engagement in explaining the productivity of Relationship Managers at PT Bank Rakyat Indonesia (Persero) Tbk Regional Office Pekanbaru. In addition to investigating the relationships among these variables, the study also formulates productivity improvement strategies based on an analysis of the organization's internal and external environment. A mixed-methods approach was employed by integrating quantitative and qualitative data. A total of 140 Relationship Managers participated as respondents in the quantitative survey, while qualitative data were collected through interviews, observations, and document reviews. Quantitative analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM), whereas strategic recommendations were developed using the SWOT framework. The findings indicate that digital capability has a positive contribution to employee productivity and simultaneously enhances Employee engagement. Organizational support was also found to strengthen Employee engagement, although its direct effect on productivity was not statistically significant. Furthermore, Employee engagement demonstrated a positive effect on productivity and served as a mediating mechanism through which digital capability and organizational support influence employee productivity. The SWOT analysis identified several strategic priorities, including strengthening digital competencies, optimizing organizational support systems, enhancing Employee engagement, leveraging data-driven technologies in business activities, improving reward systems, and implementing more effective workload management practices. This study confirms that the productivity of Relationship Managers is shaped by the combined influence of digital competence, organizational support, and Employee engagement. Therefore, efforts to improve productivity should be implemented through an integrated approach that focuses on developing individual capabilities while fostering a supportive organizational environment that promotes employee performance.

Keywords: *Digital Capability, Organizational Support, Employee engagement, Employee Productivity, Relationship Manager, SEM-PLS, SWOT.*