

ABSTRAK

Penelitian ini dilatarbelakangi oleh permasalahan efektivitas pelatihan karyawan pada PT. Indo-Rama Synthetics Tbk, Divisi Polyester Purwakarta, dimana hasil evaluasi pelatihan menunjukkan bahwa sebagian program pelatihan belum mencapai target yang ditetapkan, yang dipengaruhi oleh kendala lingkungan pelatihan, karakteristik peserta, serta *digital skill gap analysis*. Tujuan penelitian ini adalah untuk menganalisis pengaruh lingkungan pelatihan dan karakteristik peserta pelatihan terhadap efektivitas pelatihan melalui *digital skill gap analysis* sebagai variabel mediasi, baik secara langsung maupun tidak langsung. Penelitian ini menggunakan pendekatan kuantitatif dengan metode deskriptif dan verifikatif. Sampel sebanyak 94 responden dipilih menggunakan teknik *probability sampling*. Data dikumpulkan melalui kuesioner, wawancara, dan observasi. Pengujian instrumen dilakukan menggunakan SPSS, sedangkan analisis jalur dan uji hipotesis dilakukan menggunakan *Smart-PLS* versi 4.1.1.8. Hasil analisis deskriptif menunjukkan bahwa seluruh variabel berada pada kategori baik, dengan karakteristik peserta pelatihan memperoleh skor tertinggi. Hasil analisis verifikatif menunjukkan bahwa lingkungan pelatihan tidak berpengaruh signifikan terhadap efektivitas pelatihan maupun *digital skill gap analysis*, sedangkan karakteristik peserta pelatihan berpengaruh positif dan signifikan terhadap keduanya. *Digital skill gap analysis* terbukti berpengaruh positif dan signifikan terhadap efektivitas pelatihan serta terbukti memediasi pengaruh karakteristik peserta pelatihan secara signifikan. Implikasi penelitian ini menunjukkan bahwa karakteristik peserta pelatihan dan *digital skill gap analysis* menjadi faktor penting dalam meningkatkan efektivitas pelatihan. PT. Indo-Rama Synthetics Tbk, Divisi Polyester Purwakarta disarankan untuk meningkatkan kesiapan dan motivasi peserta serta menjadikan hasil *digital skill gap analysis* sebagai dasar perancangan program pelatihan yang lebih terarah.

Kata Kunci: Lingkungan Pelatihan, Karakteristik Peserta Pelatihan, *Digital Skill Gap Analysis*, Efektivitas Pelatihan

ABSTRACT

This research is motivated by the issue of training effectiveness among employees at PT. Indo-Rama Synthetics Tbk, Polyester Division Purwakarta, where training evaluation results indicate that several training programs have not achieved the established targets, influenced by training environment constraints, participant characteristics, and digital skill gap analysis. This study aims to analyze the influence of the training environment and training participant characteristics on training effectiveness through digital skill gap analysis as a mediating variable, both directly and indirectly. This study employs a quantitative approach using descriptive and verificative methods. A sample of 94 respondents was selected using a probability sampling technique. Data were collected through questionnaires, interviews, and observations. Instrument testing was conducted using SPSS, while path analysis and hypothesis testing were carried out using SmartPLS version 4.1.1.8. The descriptive analysis results indicate that all variables are in the good category, with training participant characteristics obtaining the highest score. The verificative analysis results show that the training environment does not significantly influence training effectiveness or digital skill gap analysis, whereas training participant characteristics have a positive and significant influence on both. Digital skill gap analysis is proven to have a positive and significant influence on training effectiveness and is proven to significantly mediate the influence of training participant characteristics. The implications of this research indicate that training participant characteristics and digital skill gap analysis are important factors in improving training effectiveness. PT. Indo-Rama Synthetics Tbk, Polyester Division Purwakarta is advised to enhance participants' readiness and motivation prior to training and to utilize digital skill gap analysis results as the basis for designing more targeted training programs.

Keywords: Training Environment, Training Participant Characteristics, Digital Skill Gap Analysis, Training Effectiveness