

ABSTRAK

Fenomena yang melatarbelakangi penelitian ini adalah permasalahan pada retensi karyawan di PT Saung Angklung Udjo (SAU) yang diduga dipengaruhi oleh belum optimalnya program pelatihan dan kesiapan digital karyawan, serta *employee agility* yang masih perlu dikembangkan. Penelitian ini bertujuan untuk memperoleh gambaran mengenai program pelatihan, kesiapan digital, *employee agility*, dan retensi karyawan, serta menganalisis pengaruh program pelatihan dan kesiapan digital terhadap *employee agility*, pengaruh ketiga variabel tersebut terhadap retensi karyawan, dan peran *employee agility* sebagai variabel mediasi pada PT SAU. Penelitian ini menggunakan metode kuantitatif dengan pendekatan deskriptif dan verifikatif. Pengumpulan data dilakukan melalui kuesioner yang disebarakan kepada seluruh karyawan PT SAU dengan teknik sampling jenuh, sedangkan analisis data menggunakan metode analisis jalur berbasis *Partial Least Square* dengan bantuan SmartPLS. Hasil penelitian menunjukkan bahwa program pelatihan, kesiapan digital, dan *employee agility* berada pada kategori cukup baik, sementara retensi karyawan berada pada kategori baik. Program pelatihan dan kesiapan digital secara simultan berpengaruh besar terhadap *employee agility*, dan secara parsial keduanya terbukti berpengaruh positif dan signifikan terhadap *employee agility*. Selanjutnya, kesiapan digital terbukti berpengaruh positif dan signifikan terhadap retensi karyawan, sedangkan program pelatihan dan *employee agility* secara parsial tidak berpengaruh signifikan terhadap retensi karyawan. Hasil pengujian mediasi menunjukkan bahwa *employee agility* tidak terbukti memediasi pengaruh program pelatihan maupun kesiapan digital terhadap retensi karyawan. Temuan ini menunjukkan bahwa peningkatan retensi karyawan di PT SAU perlu difokuskan pada penguatan kesiapan digital secara langsung, sehingga penelitian ini memberikan kontribusi teoretis dan praktis bagi manajemen dalam merumuskan kebijakan pengembangan sumber daya manusia yang lebih adaptif terhadap tuntutan transformasi digital.

Kata kunci: Program Pelatihan, Kesiapan Digital, Retensi Karyawan, *Employee Agility*

ABSTRACT

This research is motivated by the phenomenon of employee retention issues at PT Saung Angklung Udjo (SAU), which is believed to be influenced by the suboptimal implementation of the training program and digital readiness among employees, as well as employee agility that still needs further development. This study aims to describe the training program, digital readiness, employee agility, and employee retention, as well as to analyze the influence of the training program and digital readiness on employee agility, the influence of these three variables on employee retention, and the mediating role of employee agility at PT SAU. This research employs a quantitative method with a descriptive and verificative approach. Data were collected through questionnaires distributed to all employees of PT SAU using a saturated sampling technique, while data analysis was conducted using path analysis based on Partial Least Squares with the assistance of SmartPLS. The results indicate that the training program, digital readiness, and employee agility fall into the fairly good category, while employee retention falls into the good category. The training program and digital readiness simultaneously have a substantial influence on employee agility, and partially, both variables are proven to have a positive and significant effect on employee agility. Furthermore, digital readiness is proven to have a positive and significant effect on employee retention, whereas the training program and employee agility partially show no significant effect on employee retention. The mediation test results show that employee agility does not mediate the influence of either the training program or digital readiness on employee retention. These findings suggest that efforts to improve employee retention at PT SAU should focus more directly on strengthening digital readiness, thereby providing both theoretical and practical contributions for management in formulating human resource development policies that are more adaptive to the demands of digital transformation.

Keywords: *Training Programs, Digital Readiness, Employee Retention, Employee Agility*