

ABSTRACT

As a state-owned enterprise (SOE) operating in the telecommunications sector and currently undergoing a transformation into a digital telco company, PT.XYZ, through Chapter DEV as a talent pool for developers, must ensure the continuous strengthening of its developers' capabilities. Reliable and adaptive digital talent is key to driving successful innovation and technology development. Therefore, targeted training and a supportive digital culture are essential elements in human resource development strategies. This study aims to examine the influence of training and digital culture on the capability of developer talent in Chapter DEV PT.XYZ in support of the company's digital transformation agenda.

This research employs a quantitative approach with a descriptive method. Out of 344 developers who have undergone training, 185 were selected as respondents using random sampling techniques. Data were collected through a systematically designed online questionnaire.

Data analysis was conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the help of SmartPLS 4 software. The analysis process included evaluating the outer model, inner model, and descriptive analysis of respondent perceptions.

The results show that developers' perceptions of training, digital culture, and their own capability are in the "good" category, with average scores above 72%. Training has a positive and significant impact on capability, although the effect is moderate ($\beta = 0.217$; $p = 0.013$) with a large effect size ($f^2 = 0.037$). Conversely, digital culture shows a much stronger and significant influence on developer capability ($\beta = 0.725$; $p = 0.000$), with a large effect size ($f^2 = 0.415$).

This study is expected to support Chapter DEV management in designing effective strategies to enhance developer capabilities and ensure the success of the company's digital transformation.

Keyword: *training, digital culture, developer capability*