

BAB 5

KESIMPULAN

5.1 Kesimpulan

Berdasarkan hasil penelitian dan pembahasan dapat ditarik kesimpulan sebagai berikut.

1. Karakteristik milenial dapat dipandang secara positif maupun negatif. Secara positif, hasil penelitian menunjukkan bahwa karyawan milenial di PT X memiliki karakter suka berinteraksi dan membangun relasi dan berkolaborasi, memiliki motivasi kuat untuk belajar dan mengembangkan diri, menyukai dan menguasai teknologi, memiliki rasa percaya diri tinggi, suka tantangan dan berani mengambil risiko, memiliki self-esteem yang tinggi dan peduli terhadap lingkungan dan sosial. Di sisi lain terdapat *stereotype* negatif terhadap karakter karyawan milenial di PT X antara lain dianggap tidak disiplin dan tidak mau mentaati aturan, generasi yang tidak peduli, dianggap tidak memiliki rasa tanggungjawab, generasi yang sangat ketergantungan, manja dan tidak mandiri, generasi yang cepat menyerah dan oportunistis. *Stereotype* negatif bagi karyawan milenial tersebut dapat menghambat milenial untuk mendapatkan peluang kerja dan karir.
2. Baik karyawan milenial yang telah keluar maupun karyawan milenial yang masih bertahan di PT X, secara umum memiliki keterikatan yang kurang dengan organisasi. Hal tersebut disebabkan adanya ketidakpuasan karyawan milenial terhadap organisasi baik dalam aspek promosi, pengembangan diri, kepemimpinan, penghargaan, kompensasi dan benefit, maupun fleksibilitas waktu. Adapun alasan karyawan yang masih bertahan di perusahaan adalah semata karena kebutuhan ekonomi dan belum mendapatkan pekerjaan di tempat lain. Mengingat PT X bergerak di bidang retail khususnya melayani kebutuhan harian masyarakat, dimana tanggal merah pun harus tetap beroperasi, maka sudah jelas bahwa kebutuhan karyawan milenial mengenai fleksibilitas waktu ini tidak dapat

terpenuhi, Sehingga, sangatlah penting bagi perusahaan untuk mengkomunikasikan sejak awal dengan karyawan milenial mengenai ketentuan jam kerja di PT X tersebut.

3. Kebutuhan milenial di tempat kerja sejalan dengan dengan karakter milenial serta keterikatan karyawan di dalam organisasi. Berdasarkan hasil penelitian dan pembahasan kebutuhan milenial di tempat kerja antara lain pembinaan, kerja tim, fleksibilitas dalam jam, pengelolaan makro, hubungan yang berkembang, kompensasi yang adil, peningkatan karir, pengembangan karir, kesempatan untuk telecommuting, menerima dan memberi umpan balik, supervisor yang masuk akal, lingkungan ramah milenial, pekerjaan yang bermakna, pengakuan, manfaat, kesempatan untuk mencoba berbagai posisi, peralatan kerja yang layak dan memadai, aksi sosial dan bisnis yang etis serta jujur.

5.2 Saran

Berdasarkan kesimpulan di atas diajukan beberapa saran bagi perusahaan dalam rangka mengurangi *turnover* guna meningkatkan keterikatan karyawan milenial di PT X, juga saran bagi peneliti selanjutnya seperti yang tercantum di bawah ini.

5.2.1 Saran Bagi Perusahaan

Saran yang diberikan untuk perusahaan dikelompokkan kedalam tiga kategori, dimana sesuai dengan tujuan dari penelitian ini yaitu terkait dengan karakteristik, keterikatan dan kebutuhan karyawan milenial.

5.2.1.1 Saran Terkait Karakteristik Karyawan Milenial

- ✓ Menyeimbangkan antara tugas individu dan tugas kelompok. Dengan adanya pengarahan formal dari pusat (*Regional Manager*) kepada para *Store Manager* untuk membagi karyawan yang ada ke dalam kelompok-kelompok kecil untuk mengerjakan tugas yang telah ditetapkan sebelumnya.

- ✓ Meningkatkan penghargaan terhadap karyawan milenial baik secara materi maupun non - materi. Untuk penghargaan materi dapat melalui penyelenggaraan pemilihan karyawan berprestasi setiap bulan dan diberikan bonus. Sedangkan untuk penghargaan non-materi dapat dilakukan melalui penghargaan informal seperti pujian dan motivasi.
- ✓ Pemanfaatan teknologi seperti *e-recruitment*, sosialisasi dan pelatihan baru karyawan.
- ✓ Melakukan evaluasi secara berkala mengenai kebutuhan pelatihan dan pengembangan yang dapat meningkatkan kekuatan generasi milenial sehingga menjadi nilai tambah bagi perusahaan.
- ✓ Pembekalan keterampilan teknis yang berhubungan dengan pekerjaan, juga diperkaya dengan pengetahuan di luar pekerjaan (*enhancement short-course*).

5.2.1.2 Saran Terkait Keterikatan Karyawan Milenial

- ✓ Melaksanakan survei secara menyeluruh mengenai keterikatan karyawan sebagai dasar untuk membuat perubahan maupun kebijakan baru yang sesuai dengan karakter dan kebutuhan karyawan milenial.
- ✓ Memperhatikan fasilitas dan peralatan kerja karyawan secara berkala untuk mendukung kinerja karyawan sehingga mereka dapat memberikan performa yang maksimal.
- ✓ Penentuan tanggung jawab dan *job description* yang terpusat sehingga tercapai standar kinerja yang sesuai dengan target perusahaan.
- ✓ Melakukan evaluasi secara berkala mengenai posisi-posisi yang membutuhkan kemampuan general milenial.
- ✓ Promosi berdasarkan kinerja dan performa karyawan, bukan berdasarkan masa kerja atau senioritas serta subjektivitas atasan.

5.2.1.3 Saran Terkait Kebutuhan Karyawan Milenial

- ✓ Menyediakan pelatihan kepemimpinan untuk atasan serta perlunya diadakan evaluasi atas kinerja atasan secara berkala (untuk mencegah terjadinya *over autonomy*).
- ✓ Melakukan *coaching* dalam penugasan baru, proyek atau diskusi kelompok dengan memberikan kasus nyata yang dihadapi perusahaan saat ini.
- ✓ Mengadakan pertemuan rutin dengan karyawan untuk mendengarkan aspirasi mereka (rutin setiap minggu diadakan meeting antara supervisor, store manager, dan area manager)
- ✓ Penempatan karyawan yang tepat dan sesuai dengan kompetensinya.
- ✓ Pembekalan informal dengan *sharing knowledge* dan *coaching* antar karyawan.
- ✓ Karyawan dilibatkan dalam menentukan sasaran kinerja, potensi dan cara untuk mencapai sasaran tersebut.
- ✓ Pemberian akses monitoring hasil kinerja kepada masing-masing karyawan.
- ✓ Penyediaan forum dialog rutin untuk membahas segala permasalahan kepegawaian termasuk hal penilaian kerja antar pimpinan dan karyawan.
- ✓ Kesempatan *telecommuting* untuk posisi-posisi *back office* (yang tidak memerlukan untuk datang ke toko langsung dan berhubungan dengan konsumen), sedangkan untuk posisi *front liner* perlu dikomunikasikan terlebih dahulu mengenai jam kerja serta dibutuhkan peran atasan yang lebih mengayomi milenial sebagai subordinatnya.

5.2.2 Saran Bagi Peneliti Selanjutnya

- ✓ Perlunya menambah jumlah narasumber sebagai representatif karyawan milenial Indonesia.
- ✓ Penggunaan metode campuran (*mix method*) untuk memperkuat hasil penelitian.
- ✓ Mengingat tidak semua bisnis (contoh: retail) dan posisi pekerjaan (contoh: supervisor operasional) dapat memberikan fleksibilitas waktu, dimana hal ini merupakan salah satu kebutuhan yang penting bagi karyawan milenial,

sehingga diperlukan penelitian lebih lanjut mengenai faktor-faktor apa saja yang dapat membuat karyawan milenial merasa lebih terikat terhadap perusahaan untuk menggantikan fleksibilitas waktu yang tidak dapat dipenuhi oleh perusahaan.

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