

ABSTRAK

Penelitian ini menganalisis makna kerja karyawan Generasi Y dan Generasi Z di Radio ISWARA Semarang, faktor pembentuknya, keterkaitannya dengan komitmen terhadap organisasi, serta implikasinya terhadap kesiapan implementasi konsep kemitraan. Pendekatan yang digunakan kualitatif dengan desain studi kasus tunggal. Data dikumpulkan melalui wawancara mendalam terhadap sebelas informan (enam Generasi Y dan lima Generasi Z), ditriangulasi melalui *Focus Group Discussion* dan wawancara *Operation Manager*, lalu dianalisis secara tematik menggunakan mekanisme pembentuk makna kerja, serta diinterpretasikan dengan *Self-Determination Theory*, dan *Job Characteristics Model*, yang selanjutnya dilakukan analisa silang menggunakan *Three-Component Model of Organizational Commitment*. Sselanjutnya, hasil diinterpretasikan menggunakan *Social Exchange Theory*, *Resource-Based View*, dan teori kemitraan. Hasil penelitian menunjukkan *Self-Efficacy* sebagai mekanisme pemaknaan paling dominan pada kedua generasi. Perbedaannya terletak pada orientasi: Generasi Y memaknai pekerjaan sebagai panggilan (*calling*) yang menyatu dengan identitas hidup, sedangkan Generasi Z sebagai ruang pengembangan diri dan batu loncatan karier. Makna kerja terbukti menjadi dasar pembentukan komitmen: Generasi Y menunjukkan komitmen yang lebih seimbang antar komponen, sedangkan Generasi Z didominasi Komitmen Afektif yang lebih kondisional. Dalam konteks kemitraan, kesiapan karyawan lebih ditentukan oleh kualitas pertukaran sosial, kejelasan komunikasi, dan persepsi keadilan daripada kesiapan teknis. Penelitian ini menghasilkan model konseptual terintegrasi yang berkontribusi bagi pengembangan teori makna kerja dan komitmen terhadap organisasi sekaligus menjadi dasar strategi pengelolaan sumber daya manusia lintas generasi pada organisasi yang bertransformasi.

Kata kunci: makna kerja, Generasi Y, Generasi Z, komitmen terhadap organisasi, kemitraan, organisasi media

ABSTRACT

This study analyzes the meaning of work among Generation Y and Generation Z employees at Radio ISWARA Semarang, the factors that shape it, its relationship with organizational commitment, and its implications for the employees' readiness to implement a partnership scheme. A qualitative approach with a single case study design was employed. Data were collected through in-depth interviews with eleven informants (six from Generation Y and five from Generation Z), triangulated through a Focus Group Discussion and an interview with the Operation Manager. The data were analyzed thematically using the mechanisms of work meaning and interpreted through Self-Determination Theory and the Job Characteristics Model, followed by a cross-analysis with the Three-Component Model of Organizational Commitment. The findings were then further interpreted using Social Exchange Theory, the Resource-Based View, and partnership theory. The results reveal that Self-Efficacy is the most dominant meaning-making mechanism across both generations. The difference lies in orientation: Generation Y interprets work as a calling integrated with their life identity, whereas Generation Z views it as a space for self-development and a stepping stone toward subsequent career goals. Work meaning proves to be the foundation of commitment formation: Generation Y exhibits a more balanced configuration across commitment components, while Generation Z is dominated by Affective Commitment that is more conditional. In the partnership context, employee readiness is determined more by the quality of social exchange, clarity of communication, and perceptions of fairness than by technical readiness. This study produces an integrated conceptual model that contributes to the development of work meaning and organizational commitment theory, while also providing a basis for cross-generational human resource management strategies in organizations undergoing transformation.

Keywords: meaning of work; Generation Y; Generation Z; organizational commitment; partnership; media organization.