

KONSEP KEPEMIMPINAN BAGI GEN Z DALAM PERUSAHAAN

Bening Setia Pangestu

ABSTRAK

Penelitian ini bertujuan untuk mengidentifikasi konsep kepemimpinan ideal bagi Gen Z. Sejak tahun 2022 Gen Z sudah mulai memasuki dunia kerja. Gen Z dianggap berbeda dengan generasi lainnya ketika memasuki dunia kerja. Dibutuhkan pengetahuan kepemimpinan khusus dalam memimpin para Gen Z. Pada era pasca-pandemi Gen Z tumbuh bersama dengan teknologi yang menyebabkan penurunan pada keterampilan sosial mereka. Dengan menggunakan metode kualitatif dan dengan pendekatan realis, dilakukan asesmen melalui survei kualitatif untuk dapat mengetahui secara luas mengenai pengalaman dan pandangan Gen Z mengenai kepemimpinan. Melalui hasil analisis tematik, ditemukan enam tema yang menunjukkan pandangan Gen Z terhadap pemimpin: (1) Lingkungan kerja positif dan kesejahteraan psikologis: Ekspektasi Gen Z terhadap keseimbangan hidup; (2) Identitas profesional digital; (3) Fleksibilitas: Napas sehat Gen Z; (4) Standar kerja baru: Integrasi efisiensi teknologi dan tanggung jawab profesional Gen Z; (5) Bukan bos, tapi teman seperjalanan; (6) Menjembatani jurang antar generasi. Hasil penelitian menunjukkan adanya *generasi lap*, di mana Gen Z memiliki kemahiran digital yang melampaui rekan kerja senior. Penelitian ini juga mengonfirmasi bahwa sifat *phygital* Gen Z menjadikan teknologi sebagai standar efisiensi baru yang dapat membantu mereka dalam meningkatkan kemampuan adaptasi dalam bekerja. Selain itu, dengan sifat *realistic* dan *driven* yang dimiliki oleh Gen Z, mereka menginginkan adanya *supportive leadership* dan *participative leadership*. Pemimpin yang peduli dan paham akan adanya *generasi lap* dalam dunia kerja.

Kata kunci: Gen Z, kepemimpinan, dunia kerja, kesenjangan generasi, digital

LEADERSHIP CONCEPT AMONG GEN Z WITHIN ORGANIZATION

Bening Setia Pangestu

ABSTRACT

This research aims to identify the ideal leadership concept for Gen Z. Gen Z began entering the workforce in 2022 and is perceived as distinct from previous generations upon their entry. Consequently, specialized leadership knowledge is required to effectively manage them. In the post-pandemic era, Gen Z has grown up alongside technology, which has contributed to a decline in their social skills. Utilizing a qualitative method with a realist approach, this study conducted an assessment through a qualitative survey to broadly explore Gen Z's experiences and perspectives on leadership. Through thematic analysis, six themes emerged reflecting Gen Z's views on leaders: (1) Positive work environment and psychological well-being: Gen Z's expectations for work-life balance; (2) Digital professional identity; (3) Flexibility: Gen Z's breath of fresh air; (4) New work standards: Integrating technological efficiency and Gen Z's professional responsibility; (5) Not a boss, but a companion; (6) Bridging the generational gap. The findings indicate the presence of a generation lap, where Gen Z's digital proficiency surpasses that of their senior colleagues. This study also confirms that Gen Z's phygital nature establishes technology as a new standard of efficiency, which helps them enhance their adaptability at work. Furthermore, due to their realistic and driven traits, Gen Z desires supportive leadership and participative leadership. Leaders who genuinely care and understand the generational dynamics within the workplace.

Keywords: *Gen Z, leadership, the workspace, generasi lap, phygital*