

ABSTRAK

PENGARUH PROGRAM PELATIHAN DAN PENGEMBANGAN TERHADAP KINERJA KARYAWAN GENERASI Z BANK INDONESIA MELALUI MEDIASI KOMITMEN ORGANISASI

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Penelitian ini bertujuan untuk menganalisis dan menguji secara empiris pengaruh program pelatihan dan pengembangan terhadap kinerja karyawan Generasi Z di Bank Indonesia, dengan komitmen organisasi sebagai variabel mediasi. Generasi Z, yang kini menjadi bagian signifikan dari angkatan kerja, memiliki karakteristik unik yang memerlukan pendekatan manajemen sumber daya manusia yang adaptif, terutama dalam konteks bank sentral yang dinamis. Peningkatan kinerja karyawan Generasi Z dianggap krusial untuk menjaga efektivitas operasional dan pencapaian tujuan organisasi.

Penelitian ini menggunakan pendekatan kuantitatif dengan desain survei eksplanatori. Populasi penelitian adalah seluruh karyawan Generasi Z Bank Indonesia yang telah mengikuti program pelatihan dan pengembangan. Sampel diambil menggunakan teknik *purposive sampling*. Data dikumpulkan melalui kuesioner terstruktur dengan menggunakan skala Likert dan dianalisis menggunakan metode Structural Equation Modeling (SEM) dengan *software* AMOS atau PLS. Variabel independen adalah Program Pelatihan dan Pengembangan, variabel dependen adalah Kinerja Karyawan Generasi Z, dan variabel mediasi adalah Komitmen Organisasi.

Kata kunci: Program Pelatihan dan Pengembangan, Kinerja Karyawan, Generasi Z, Komitmen Organisasi, Bank Indonesia.

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The increasingly dynamic national financial environment requires Bank Indonesia to have professional and adaptive human resources, particularly among Generation Z employees whose population continues to grow. This thesis aims to analyze: (1) the effect of training and development programs on the performance of Generation Z employees at Bank Indonesia, (2) the effect of training and development programs on organizational commitment, (3) the effect of organizational commitment on employee performance, and (4) the mediating role of organizational commitment in the relationship between training and development programs and the performance of Generation Z employees at Bank Indonesia. The main theoretical foundation used is Conservation of Resources Theory (COR), which explains that individuals strive to acquire, preserve, and develop resources they value, including knowledge and skills gained from training processes.

The results show that training and development programs have a positive and significant effect on the performance of Generation Z employees, and also have a positive and significant effect on organizational commitment. Organizational commitment is further found to have a positive and significant effect on employee performance. In addition, organizational commitment acts as a mediating variable in the relationship between training and development programs and employee performance, implying that the impact of training and development becomes stronger when followed by an increase in employees' attachment to the organization. Theoretically, these findings enrich the understanding of the role of training and development as a resource that strengthens commitment and performance.

Keywords: *training and development, employee performance, organizational commitment, Generation Z, Bank Indones*