



## **Dinamika Program Onboarding PT. XYZ dalam Membangun Komitmen Organisasi Karyawan Generasi Z**

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### **ABSTRAK**

Kehadiran Generasi Z dalam dunia kerja membawa perspektif, preferensi, dan nilai yang berbeda dibandingkan generasi sebelumnya. Generasi ini cenderung mencari pengalaman kerja yang bermakna, pengakuan, serta peluang pengembangan karier yang cepat, sehingga menuntut organisasi untuk menyesuaikan sistem yang ada. Generasi Z juga relatif mudah berpindah kerja apabila merasa ekspektasi dan nilai yang dianut tidak selaras dengan organisasi. Salah satu strategi yang dapat menjembatani kesenjangan tersebut adalah melalui program onboarding sebagai media penyesuaian diri karyawan baru dengan organisasi. Penelitian ini bertujuan mengkaji dinamika program onboarding di PT. XYZ di masa awal kerja karyawan Generasi Z. Penelitian menggunakan pendekatan kualitatif studi kasus dengan pengumpulan data primer didapatkan melalui *in-depth interview* dengan HR Specialist dan *Expert* serta *Focus Group Discussion (FGD)* dengan karyawan Generasi Z (masa kerja 4–5 tahun), sedangkan data sekunder didapatkan melalui analisis dokumen organisasi. Data penelitian selanjutnya dianalisis dengan *thematic analysis* yang menghasilkan tema-tema terkait dinamika onboarding dan pembentukan komitmen organisasi. Temuan penelitian menunjukkan bahwa onboarding yang adaptif terhadap karakteristik Generasi Z membantu proses adaptasi Generasi Z di tempat kerja dan menumbuhkan *sense of belonging* dan *intention to stay*. *Sense of belonging* dan *intention to stay* terbentuk karena keberhasilan organisasi mengelola kebutuhan Karyawan Generasi Z dan adanya *short-term outcomes* yang menetap dan mempengaruhi sikap mereka terhadap organisasi dalam jangka waktu lama. Penelitian ini menegaskan bahwa early career adalah fase krusial dalam pembentukan experience kerja karyawan Generasi Z. Onboarding tidak hanya berfungsi sebagai program pelatihan, melainkan juga sebagai investasi strategis organisasi dalam membentuk kesiapan Generasi Z berkembang di tahap awal kariernya.

**Kata kunci:** *Onboarding,, Generasi Z, Intention to Stay, Sense of Belonging*



## ***The Dynamics of PT. XYZ's Onboarding Programs in Building Organizational Commitment Among Generation Z Employees (A Case Study)***

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### **ABSTRACT**

*The presence of Generation Z in the workforce introduces perspectives, preferences, and values that differ from previous generations. This generation tends to seek meaningful work experiences, recognition, and rapid career development opportunities, which requires organizations to adjust their existing systems. Generation Z is also relatively prone to job-hopping when they perceive a misalignment between their personal values and the organization. One strategy that may bridge this gap is the onboarding program, which functions as a medium for easing new employees' adjustment to the organization. This study aims to examine the dynamics of the onboarding program at PT. XYZ during the early career stage of Generation Z employees. A qualitative case study approach was employed, in which primary data were collected through in-depth interviews with HR Specialists and Experts, as well as Focus Group Discussions (FGDs) with Generation Z employees (with 4–5 years of tenure). Secondary data were obtained through organizational document analysis. The data were analyzed using thematic analysis, which generated themes related to the dynamics of the onboarding process and the psychological formation of early career experiences. The findings reveal that an adaptive onboarding strategy tailored to the characteristics of Generation Z facilitates their work adaptation and contributes to the development of sense of belonging and intention to stay. Both are formed through the organization's success in addressing the needs of Generation Z employees and the presence of short-term outcomes that persist and influence their attitudes toward the organization over a longer period of time. This research highlights that the early career phase is a crucial stage in shaping the work experience of Generation Z. Onboarding, therefore, is not merely a training program, but a strategic organizational investment that supports the readiness of Generation Z to develop in the early stages of their career.*

**Keywords:** *Onboarding, Generation Z, Intention to Stay, Sense of Belonging*