

BAB 5

SIMPULAN DAN SARAN

5.1 Simpulan

Berdasarkan hasil pengujian hipotesis dan pembahasan, maka simpulan dari penelitian ini adalah sebagai berikut:

1. Hipotesis pertama yang diajukan dalam penelitian, yaitu: Budaya organisasional berpengaruh terhadap *knowledge management* pada karyawan divisi *marketing* PT Bank Danamon Indonesia Tbk. di wilayah SND07, terbukti positif dan signifikan. Oleh karena itu, hipotesis tersebut diterima.
2. Hipotesis kedua yang diajukan dalam penelitian, yaitu: Kepemimpinan transaksional berpengaruh terhadap *knowledge management* pada karyawan divisi *marketing* PT Bank Danamon Indonesia Tbk. di wilayah SND07, terbukti positif dan signifikan. Oleh karena itu, hipotesis tersebut diterima.
3. Hipotesis ketiga yang diajukan dalam penelitian, yaitu: *Knowledge management* berpengaruh terhadap kinerja karyawan pada karyawan divisi *marketing* PT Bank Danamon Indonesia Tbk. di wilayah SND07, terbukti positif dan signifikan. Oleh karena itu, hipotesis tersebut diterima.
4. Hipotesis keempat yang diajukan dalam penelitian, yaitu: Budaya organisasional berpengaruh terhadap kinerja melalui *knowledge management* pada karyawan divisi *marketing* PT Bank Danamon Indonesia Tbk. di wilayah SND07, terbukti positif dan signifikan. Oleh karena itu, hipotesis tersebut diterima.
5. Hipotesis kelima yang diajukan dalam penelitian, yaitu: Kepemimpinan transaksional berpengaruh terhadap kinerja melalui *knowledge management* pada karyawan divisi *marketing* PT Bank

Danamon Indonesia Tbk. di wilayah SND07, terbukti positif dan signifikan. Oleh karena itu, hipotesis tersebut diterima.

5.2 Saran

5.2.1 Saran Akademis

Bagi akademis dan peneliti lainnya di masa mendatang, agar penelitian dapat dikembangkan lebih luas lagi dengan hal-hal/ variabel-variabel lain yang mempengaruhi kinerja karyawan dan *knowledge management*, misalnya komitmen organisasi, kepuasan kerja, kualitas hidup dan lain sebagainya.

Penelitian selanjutnya diharapkan untuk menggunakan variabel kepemimpinan yang lain seperti kepemimpinan transformasional yang tidak diakomodasi dalam penelitian ini. Selain itu juga agar penelitian selanjutnya menggunakan seluruh indikator kinerja berdasarkan jurnal dari William dan Anderson (1991).

5.2.2 Saran Praktis

1. Disarankan kepada pihak manajemen PT Bank Danamon Indonesia Tbk. di wilayah SND07 khususnya pada divisi *marketing* agar dapat mempertahankan bahkan meningkatkan budaya organisasional. Peningkatan budaya organisasional dapat dilakukan dengan cara lebih meningkatkan keterlibatan karyawan dalam organisasi, karena dalam penelitian ini dimensi keterlibatan karyawan masih dianggap kurang oleh para karyawan divisi *marketing* PT Bank Danamon Indonesia Tbk. di wilayah SND07. Seperti diketahui bahwa suatu organisasi yang memiliki budaya tinggi dalam melibatkan karyawan akan membuat para karyawan merasa ikut memiliki perusahaan sehingga pada akhirnya karyawan dapat menjadi lebih bertanggung jawab dalam melakukan pekerjaannya. Peningkatan keterlibatan

karyawan ini dapat dilakukan dengan meminta masukan karyawan lebih sering saat rapat atau pun meningkatkan kerjasama antar karyawan dari setiap fungsi perusahaan.

2. Disarankan kepada pihak manajemen PT Bank Danamon Indonesia Tbk. di wilayah SND07 khususnya pada pimpinan agar bersedia mengambil tindakan sebelum suatu masalah menjadi kronis, karena dalam penelitian ini karyawan menganggap bahwa pemimpin perusahaan terkadang enggan mengambil tindakan saat ada suatu masalah. Seperti diketahui bahwa pemimpin yang baik adalah pemimpin yang bersedia mengambil alih tugas-tugas bawahan saat bawahan mengalami kesulitan dan berusaha untuk menyelesaikan masalah yang dihadapi oleh bawahannya. Sehingga saat bawahan tidak dapat menyelesaikan masalah sendiri pemimpin langsung turun tangan untuk membantu agar masalah yang terjadi tidak menjadi kronis dan berakibat fatal bagi operasional perusahaan.
3. Disarankan kepada pihak manajemen PT Bank Danamon Indonesia Tbk. di wilayah SND07 khususnya pada divisi *marketing* agar dapat mempertahankan bahkan meningkatkan *knowledge management* yang terdapat di perusahaan. Peningkatan *knowledge management* dapat dilakukan dengan cara mendorong karyawan untuk bekerjasama, bertukar pengalaman dengan rekan kerja, saling percaya satu sama lain, memberikan upaya tambahan bagi perusahaan, serta menghargai pekerjaan karyawan yang telah dilakukan dengan baik dan mendukung pertukaran informasi dan pengetahuan antar unit organisasional (dimensi organisasi). Pada penelitian ini dimensi organisasi masih dianggap kurang oleh para karyawan divisi *marketing* PT Bank Danamon Indonesia Tbk. di wilayah SND07. Seperti diketahui bahwa peran organisasi dalam

mengelola pengetahuan pada organisasi sangatlah penting. Meski telah didukung oleh teknologi informasi dan sistem pengetahuan yang baik, jika tanpa adanya organisasi yang baik, maka tidak akan menghasilkan pengelolaan manajemen pengetahuan yang baik pula.

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