

## **BAB V PENUTUP**

### **5.1 Kesimpulan**

Hasil Hipotesis setelah diuji dapat disimpulkan sebagai berikut:

1. Kepemimpinan transformasional tidak berdampak terhadap kepercayaan organisasi (H1 ditolak).
2. Komunikasi transparan berdampak negatif terhadap kepercayaan organisasi (H2 ditolak).
3. Kepemimpinan autentik berdampak positif terhadap kepercayaan organisasi (H3 diterima).
4. Kepemimpinan transformasional berdampak positif terhadap keterbukaan untuk perubahan (H4 diterima).
5. Komunikasi Transparan tidak berdampak terhadap keterbukaan untuk perubahan (H5 ditolak).
6. Kepemimpinan Autentik berdampak negatif terhadap keterbukaan untuk perubahan (H6 ditolak).
7. Kepercayaan organisasi berpengaruh positif terhadap keterbukaan untuk perubahan (H7 diterima).
8. Kepercayaan organisasi tidak memediasi hubungan antara kepemimpinan transformasional terhadap keterbukaan untuk perubahan (H8 ditolak).
9. Kepercayaan organisasi tidak memediasi hubungan antara komunikasi transparan terhadap keterbukaan untuk perubahan (H9 ditolak).
10. Kepercayaan organisasi tidak memediasi hubungan antara kepemimpinan autentik terhadap keterbukaan untuk perubahan (H10 ditolak).

## 5.2 Implikasi Penelitian

Penelitian menunjukkan bahwa kepemimpinan yang benar dan kuat dapat meningkatkan kepercayaan terhadap organisasi. Oleh karena itu, organisasi harus mengembangkan dan menempatkan pemimpin yang benar-benar kuat. Kepercayaan karyawan terhadap organisasi akan meningkat dengan pemimpin yang mampu menunjukkan integritas, transparansi, dan perhatian terhadap kesejahteraan anggota tim. Selain itu, para pemimpin harus didorong oleh organisasi untuk menerapkan gaya kepemimpinan transformasional yang dapat memotivasi dan menginspirasi karyawan untuk menerima perubahan. Menciptakan lingkungan yang mendukung inovasi dan mendorong partisipasi aktif dalam proses perubahan adalah hal lain yang dapat dilakukan. Selain itu, penting bagi organisasi untuk membangun kepercayaan melalui komunikasi yang jujur dan akuntabel.

Organisasi harus terus berupaya meningkatkan kualitas komunikasi internal, termasuk keterbukaan dalam berbagi informasi dan mendengarkan pendapat karyawan. Manajemen juga harus memastikan bahwa informasi yang relevan disampaikan secara tepat waktu dan secara terbuka. Untuk meningkatkan budaya komunikasi, organisasi harus membangun saluran komunikasi yang efektif dan partisipatif serta forum diskusi dan kelompok kerja. Ini akan membantu meningkatkan rasa memiliki dan komitmen terhadap perubahan yang diinginkan. Organisasi perlu melakukan monitoring dan evaluasi secara berkala terhadap implementasi kepemimpinan dan komunikasi yang telah diterapkan. Dengan melakukan evaluasi, organisasi dapat mengidentifikasi area yang perlu diperbaiki dan strategi yang digunakan untuk mencapai tujuan yang diinginkan, termasuk kepemimpinan transformasional dan autentik serta komunikasi yang efektif.

### 5.3 Keterbatasan dan Saran Penelitian

Berdasarkan kesimpulan dan implikasi penelitian yang telah disampaikan sebelumnya, maka dapat dikemukakan saran dan keterbatasan dalam penelitian ini:

1. Penelitian ini hanya dilakukan pada tenaga fungsional teknis kenavigasian kantor Distrik Navigasi Kelas II Teluk bayur, sehingga hasil penelitian ini belum dapat berlaku sama dengan kantor kantor pemerintah lainnya, disarankan agar penelitian yang sama bisa dilakukan pada kantor Distrik Navigasi yang berada di pulau Sumatera dan kantor Distrik Navigasi di seluruh Indonesia.
2. Penelitian ini menggunakan empat variabel yang mempengaruhi keterbukaan untuk perubahan, yaitu kepemimpinan transformasional, komunikasi transparan, kepemimpinan autentik dan kepercayaan organisasi. Saran penelitian selanjutnya agar dapat dikembangkan dengan menambahkan variabel yang lain seperti variabel tentang kepemimpinan lainnya, variabel pemediasi lain yang bisa mempengaruhi variabel Y.
3. Disamping melakukan penelitian ditempat atau objek yang berbeda, variabel yang berbeda , penelitian ini juga bisa dianalisa dengan teknik analisa selain SEM-PLS yakni SEM-Amos.

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