

RINGKASAN

Salah satu tujuan kompensasi adalah memberikan penghargaan atau imbalan yang adil baik dari sisi organisasi maupun sisi pegawai. Adanya kesenjangan besaran tambahan penghasilan pegawai antar kriteria yang diterima Pegawai Negeri Sipil di Lingkungan Pemerintah Kabupaten Pematang Jaya membuat tujuan kompensasi dari aspek keadilan dipertanyakan. Penelitian ini bertujuan untuk menguraikan penyebab permasalahan pemberian tambahan penghasilan pegawai bagi Pegawai Negeri Sipil di Lingkungan Pemerintah Kabupaten Pematang Jaya tidak tercapai terutama dari aspek keadilan dilihat berdasarkan teori manajemen kompensasi. Dalam konteks administrasi publik penelitian ini merupakan upaya pembahasan kompensasi pegawai publik Indonesia yang seringkali menjadi kontroversial dalam pembenahan administrasi kepegawaian publik khususnya terkait dengan penerapan pemberian tambahan penghasilan pegawai.

Penelitian ini menggunakan metode deskriptif kualitatif. Dalam penelitian digunakan data primer dan data sekunder. Teknik pengumpulan data dilakukan dengan triangulasi melalui wawancara mendalam dan dokumentasi. Teknik analisis data dilakukan berdasarkan pendapat Miles dan Huberman dimana analisis data terdiri dari tiga alur kegiatan yang terjadi secara bersamaan yaitu: reduksi data, penyajian data dan penarikan kesimpulan.

Berdasarkan hasil penelitian Pemerintah Kabupaten Pematang Jaya belum melaksanakan empat fase manajemen kompensasi secara komprehensif yaitu: *Pertama*, analisa jabatan tidak dilakukan berdasar teknik analisa jabatan yang berdampak pada kecenderungan uraian tugas seragam antar jabatan. *Kedua*, pembobotan keadilan internal melalui evaluasi jabatan berdasarkan hasil analisa jabatan yang belum tepat mengakibatkan penentuan kelas jabatan tidak mewujudkan aspek keadilan internal. Demikian juga ketidakkonsistenan penerapan kelas jabatan bagi pamong belajar dan penilik dalam pemberian tambahan penghasilan pegawai mengakibatkan ketidakadilan internal kompensasi bagi jabatan fungsional. *Ketiga*, survei keadilan eksternal tidak dilakukan menimbulkan pembobotan keadilan eksternal tidak dapat dilakukan. *Keempat*, tidak adanya penyesuaian pembobotan keadilan internal dan keadilan eksternal dalam penentuan besaran tambahan penghasilan pegawai mengakibatkan ketidakadilan kompensasi.

Kebijakan kompensasi yang tidak dilakukan melalui tahapan manajemen kompensasi akan membuat tujuan kompensasi dalam menciptakan penghargaan atau imbalan yang adil dari sisi organisasi maupun dari sisi pegawai tidak tercapai.

Kata kunci: Manajemen Kompensasi, Tambahan Penghasilan Pegawai, Keadilan Internal, Keadilan Eksternal.

SUMMARY

One of the goals of compensation is to provide rewards or rewards that are fair from both the organization's and employee's perspectives. The existence of a gap in the amount of additional employee income between the criteria received by Civil Servants in the Pemalang Regency Government makes the objective of compensation from the aspect of justice questionable. This study aims to describe the causes of the problem of providing additional employee income for Civil Servants in the Government of Pemalang Regency which is not achieved, especially from the aspect of justice seen based on compensation management theory. In the context of public administration, this research is an attempt to discuss compensation for Indonesian public employees, which often becomes controversial in reforming public personnel administration, especially in relation to the application of additional employee income.

This study used descriptive qualitative method. In this research used primary data and secondary data. Data collection techniques were carried out by triangulation through in-depth interviews and documentation. Technical data analysis was carried out based on the opinion of Miles and Huberman where data analysis consisted of three streams of activities that occurred simultaneously, namely: data reduction, data presentation and drawing conclusions.

Based on research results, the Government of Pemalang Regency has not implemented the four phases of compensation management comprehensively, namely: First, job analysis is not carried out based on job analysis techniques which has an impact on the tendency for job descriptions to be uniform between positions. Second, the weighting of internal justice through job evaluation based on the results of job analysis is not quite right, resulting in the determination of job classes not realizing aspects of internal justice. Likewise, the inconsistency of the application of job classes for Learning Teachers and Superintendents in the provision of additional employee income results in internal injustice of compensation for functional positions. Third, an external justice survey was not carried out, causing external justice weighting to not be carried out. Fourth, the absence of harmonization of the weighting of internal justice and external justice in determining the amount of additional employee income results in an unfairness of compensation.

Compensation policies that are not carried out through the stages of compensation management will make the compensation goal in creating fair rewards or rewards from the organization's side and from the employee's side not be achieved.

Keywords: Compensation Management, Additional Employee Income, Internal Justice, External Justice.