



INTISARI

Fenomena merger di sektor perbankan Indonesia bertujuan meningkatkan efisiensi operasional, memperkuat daya saing dan memenuhi regulasi industri yang semakin ketat. Merger PT XYZ pada tahun 2021 melibatkan tiga bank syariah nasional yang sebelumnya memiliki struktur remunerasi berbeda secara signifikan. Penelitian ini bertujuan untuk menganalisis proses harmonisasi sistem remunerasi di PT XYZ pascamerger, mengevaluasi implementasi kebijakan, mengidentifikasi persepsi keadilan di antara pegawai, serta dampaknya terhadap stabilitas organisasi dan tingkat turnover pegawai. Penelitian dilakukan menggunakan metode kualitatif dengan wawancara mendalam terhadap manajemen dan pegawai operasional serta analisis data sekunder berupa laporan internal perusahaan. Hasil penelitian menunjukkan bahwa harmonisasi remunerasi di PT XYZ secara teknis telah menyelaraskan struktur grading dan gaji melalui pendekatan benchmarking terhadap standar industri. Namun, implementasi kebijakan ini menghadapi tantangan, seperti resistensi terhadap perubahan, perbedaan persepsi keadilan, dan kurangnya transparansi dalam komunikasi internal. Temuan ini mendukung teori keadilan organisasi dari Colquitt (2012), terutama dalam dimensi distributif, prosedural, dan informasional. Harmonisasi remunerasi yang belum sepenuhnya memenuhi aspek-aspek keadilan tersebut menyebabkan peningkatan turnover pegawai. Untuk mengatasi tantangan tersebut, penelitian merekomendasikan peningkatan transparansi kebijakan, pelibatan aktif pegawai dalam proses pengambilan keputusan, serta evaluasi berkala terhadap sistem remunerasi.

Kata kunci: Merger, Harmonisasi Remunerasi, Keadilan Organisasi, Sistem Kompensasi, PT XYZ.



ABSTRACT

The phenomenon of mergers in Indonesia's banking sector aims to enhance operational efficiency, strengthen competitiveness, and comply with increasingly stringent industry regulations. The merger of PT XYZ in 2021 involved three national Islamic banks, each with significantly different remuneration structures prior to integration. This study aims to analyze the post-merger harmonization process of the remuneration system at PT XYZ, evaluate policy implementation, examine employees' perceptions of fairness, and assess its impact on organizational stability and employee turnover. The research employs a qualitative method through in-depth interviews with management and operational staff, supported by secondary data from internal company reports. Findings reveal that PT XYZ has technically aligned its grading and salary structure through benchmarking with industry standards. However, the policy implementation faces several challenges, including resistance to change, differing perceptions of fairness, and a lack of transparency in internal communication. These findings align with Colquitt's (2012) organizational justice theory, particularly in the dimensions of distributive, procedural, and informational justice. The incomplete fulfillment of these justice dimensions has contributed to an increase in employee turnover. To address these challenges, the study recommends improving transparency in policy communication, actively involving employees in decision-making processes, and conducting regular evaluations of the remuneration system.

Keywords: *Merger, Remuneration Harmonization, Organizational Justice, Compensation System, PT XYZ.*