

**KEPUASAN KOMPENSASI PEKERJA TERHADAP SISTEM REMUNERASI  
BERBASIS KINERJA  
DI RUMAH SAKIT PERTAMINA JAYA**

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**ABSTRAK**

**Latar Belakang :** Penilaian kinerja mempunyai peranan yang penting dalam manajemen sumber daya manusia. Salah satu tujuan dari penilaian kinerja adalah pemberian penghargaan kepada pekerja atas kinerja yang telah dicapainya. Karena keberhasilan sistem penilaian kinerja dapat bergantung pada bagaimana reaksi pekerja, maka penelitian ini berfokus pada bagaimana reaksi pekerja terhadap penilaian kinerja dilihat dari aspek keadilan, akurasi dan kepuasan. Perubahan sistem remunerasi berbasis kinerja dalam perhitungan insentif pekerja, terdapat ketidakpuasan dari pekerja terkait perubahan ini.

**Tujuan :** Menganalisa tingkat kepuasan kompensasi pekerja medis, keperawatan dan penunjang medis terhadap sistem remunerasi berbasis kinerja di lingkungan Rumah Sakit Pertamina Jaya

**Metode :** Penelitian metode rancangan studi kasus dengan data kuantitatif berupa kuesioner menggunakan skala Likert dan wawancara mendalam (*indepth interview*)

**Hasil dan pembahasan :** Responden berjumlah 110 orang yang terdiri dari 66 orang perawat, 24 orang Apoteker/TTK, 7 orang radiographer, 3 orang analis laboratorium dan 10 orang dari bagian lainnya, dari hasil kuesioner berdasarkan karakteristik responden terhadap kepuasan remunerasi diperoleh hasil 37,40% menyatakan tidak setuju terhadap kepuasan remunerasi, 34,63% memilih netral dan 27,79% menyatakan setuju terhadap kepuasan remunerasi. Hal ini kemudian diperkuat dengan dilakukannya wawancara mendalam terhadap responden. Dari hasil wawancara menunjukkan juga adanya ketidakpuasan terhadap sistem remunerasi di Rumah Sakit Pertamina Jaya.

**Kesimpulan :** Dengan hasil kuesioner yang menunjukkan bahwa 37,40% pekerja menyatakan tidak setuju terhadap kepuasan remunerasi maka perlu adanya evaluasi terhadap perhitungan remunerasi.

**Kata Kunci :** Sistem Remunerasi berbasis kinerja, Kepuasan Kompensasi Pekerja, Rumah Sakit Pertamina Jaya

## **EMPLOYEE COMPENSATION SATISFACTION**

### **TOWARD PERFORMANCE-BASED REMUNERATION SYSTEM**

#### **AT PERTAMINA JAYA HOSPITAL**

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#### **ABSTRACT**

**Background :** Performance appraisal plays a vital role in human resource management. One of the key objectives of performance appraisal is to provide recognition and rewards to employees based on their achievements. The effectiveness of a performance appraisal system often depends on how employees respond to it. Therefore, this study focuses on employee reactions to performance appraisal, particularly from the perspectives of fairness, accuracy, and satisfaction. Following the implementation of a performance-based remuneration system in the calculation of employee incentives, there has been notable dissatisfaction among employees regarding these changes.

**Objective :** This study aims to analyze the level of employee compensation satisfaction among medical, nursing, and allied health personnel in relation to the implementation of a performance-based remuneration system at Pertamina Jaya Hospital.

**Method :** The research adopts a case study design that combines quantitative and qualitative methods. Quantitative data were collected using questionnaires with Likert scale measurements, while qualitative insights were gathered through in-depth interviews to provide a more comprehensive understanding of employee satisfaction.

**Result and Discussion :** A total of 110 respondents participated in the study, consisting of 66 nurses, 24 pharmacists/pharmacy technicians, 7 radiographers, 3 laboratory analysts, and 10 individuals from other departments. Based on the questionnaire results regarding respondents' characteristics and their satisfaction with the remuneration system, 37.40% expressed dissatisfaction, 34.63% were neutral, and 27.79% indicated satisfaction. These findings were further supported by in-depth interviews, which also revealed employee dissatisfaction with the performance-based remuneration system implemented at Pertamina Jaya Hospital.

**Conclusion :** The finding that 37.40% of employees disagreed with the current remuneration satisfaction indicates a critical need for evaluating and potentially revising the existing remuneration calculation system to ensure fairness and improve employee satisfaction.

**Keywords :** Performance-Based Remuneration System, Employee Compensation Satisfaction, Pertamina Jaya Hospital