

**ANALISIS PERANAN KOMPENSASI UNTUK MENINGKATKAN  
MOTIVASI KERJA PEGAWAI  
(STUDI PADA KANTOR SECRETARIA DE ESTADO PARA A POLÍTICA  
DE FORMAÇÃO PROFESSIONAL E EMPREGO DILI, TIMOR-LESTE)**

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**Intisari**

Dewasa ini kita ketahui, organisasi dan pegawai saling membutuhkan satu sama yang lain. Artinya organisasi membutuhkan pegawai guna untuk menjalankan kegiatan operasionalnya, sedangkan pegawai membutuhkan organisasi guna memenuhi kebutuhan sehari-hari. Salah satu cara untuk memotivasi pegawai untuk bersemangat kerja yaitu dengan memberikan kompensasi yang layak akan menciptakan SDM yang berkualitas dan meningkatkan produktivitas kerja, hal tersebut diharapkan akan tercapainya tujuan organisasi. Kompensasi merupakan sebuah imbalan yang diterima oleh pegawai atas dasar kerja kerasnya. Kompensasi dibagi menjadi dua yaitu kompensasi finansial dan non finansial. Penelitian ini dilakukan di Secretaria de Estado Para A Política de Formação Profissional e Emprego Dili, Timor-Leste (SEPFOP), dengan jenis penelitian kualitatif deskriptif dengan metode studi kasus. Teknik pengumpulan data yang dilakukan pada penelitian ini melalui observasi, wawancara, dan dokumen. Observasi dilakukan secara berkala yaitu pada saat pra penelitian dan pada saat waktu wawancara. Wawancara dilakukan terhadap 5 responden. Hasil penelitian menunjukkan bahwa peranan kompensasi untuk meningkatkan motivasi kerja pegawai SEPFOP belum efektif dikarenakan dilihat dari ketidakcapainya target ketenagakerjaan setiap tahunnya. Pengukuran kinerja SEPFOP berdasarkan *key performance indicator* yang diatur khusus dalam Dekrit No. 14/2008, pasal 13.

Kata kunci: kompensasi, motivasi, pengukuran kinerja

**ANALYZING THE ROLE OF COMPENSATION TO INCREASE  
EMPLOYEES' WORK MOTIVATION (A STUDY AT SECRETARIA DE  
ESTADO PARA A POLITICA DE *FORMAÇÃO PROFISSIONAL E  
EMPREGO*, DILI, TIMOR-LESTE)**

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**Abstract**

Nowadays, we realize that organizations and employees need are interdependent. This means that the organization needs the employees to run their business, while the employees need the organization to meet their daily needs. One way to motivate employees to be more enthusiastic to work is to provide proper compensation that will create quality human resources and raise productivity. This way, it is expected that the goals of the organization can be achieved. Compensation is a reward received by the employees on the basis of their hard work. Compensation is divided into financial and non-financial ones. This research was conducted at Secretaria de Estado Para a Politica de Formação Profissional e Emprego, Dili, Timor-Leste (SEPFOPE). It was a descriptive qualitative research with a case study method. The data were collected from observations, interviews, and documents. The observations were conducted periodically in the preliminary study and during interviews. The interviews were carried out with 5 respondents. The results of the research show that the role of compensation to improve the work motivation of SEPFOPE employees has not been effective yet. This can be seen from the employment targets that cannot be achieved every year. The performance measurement at SEPFOPE was performed based on key performance indicators specified in the Decree No. 14/2008, article 13.

Keywords: compensation, motivation, performance measurement