

INTISARI

Latar belakang: Rumah Sakit Harapan sejak tahun 2010 sudah melakukan penilaian kinerja terhadap karyawan pelaksana. Hasil penilaian kinerja menjadi dasar penggajian tahun berikutnya. Dalam lima tahun penilaian, angka yang dihasilkan tidak mengalami peningkatan, bahkan terjadi penurunan. Disisi lain ternyata penggajian karyawan selalu mengalami kenaikan. Sehingga bisa dikatakan kompensasi yang diterima karyawan tidak relevan dengan hasil penilaian kinerja, dan belum berdampak pada peningkatan kinerja sehingga perlu dilakukan evaluasi dan mengembangkan sistem kompensasi yang ada.

Tujuan: Secara umum tujuan penelitian ini adalah mengembangkan sistem kompensasi berbasis kinerja di Rumah Sakit Harapan.

Metode: Penelitian ini merupakan penelitian studi kasus dengan desain penelitian studi kasus tipe 1 yaitu desain kasus tunggal holistic.

Hasil dan pembahasan: Empat faktor yang mendasari kelengkapan *Pay Model* sebagai fondasi struktur penggajian, belum terpenuhi dalam sistem penggajian yang berlaku saat ini. Struktur hirarki pekerjaan sudah tidak sesuai dengan perubahan uraian tugas dan beban pekerjaan yang ada. Survey pasar atas harga suatu pekerjaan tidak dilakukan oleh perusahaan sehingga menyebabkan lebih bayar pada karyawan baru, sebaliknya perubahan kenaikan gaji angka nya minim untuk tahun-tahun berikutnya. Kontribusi karyawan belum dihargai, karena keterbatasan ruang perolehan angka saat penilaian kinerja. Karyawan tidak faham dengan system penggajian yang berlaku karena tidak adanya formula perhitungan penggajian. Penilaian kinerja yang selama ini dilakukan belum dapat menjadi pendorong peningkatan kinerja karena panduan saat penilaian sangat subyektif sehingga belum dapat membedakan kemampuan karyawan. Hasil penilaian kinerja saat ini menjadi dasar pemberian gaji karyawan, hal ini menyebabkan ketidak pastian atas perubahan gaji. Insentif diberikan sama rata. Persepsi sistem kompensasi dan komponennya belum difahami sepenuhnya baik pihak perusahaan maupun karyawan. Belum ada kesepakatan dalam merumuskan sistem kompensasi berbasis kinerja, dikarenakan saat ini karyawan bersikap pesimis dan menganggap penilaian kinerja hanya kegiatan rutin yang bersifat formalitas saja.

Kesimpulan dan saran: Kelengkapan *Pay Model* belum mendasari sistem kompensasi berbasis kinerja saat ini, sehingga perlu dilakukan evaluasi dan perbaikan agar terbentuk struktur penggajian yang kuat dan mampu menjadi daya tarik bagi karyawan yang potensial dan menjadi pendorong peningkatan kinerja. Upaya perbaikan sistem penilaian kinerja dilakukan dengan memperbaiki format penilaian, membuat indikator atas tujuan yang ingin dicapai dari suatu pekerjaan, membuat panduan dalam penilaian dan memberikan pembekalan kepada orang yang bertugas menilai agar karyawan menghargai dan percaya akan hasil penilaian. Kesepakatan sistem kompensasi berbasis kinerja dapat dibuat dengan kejelasan struktur penggajian dan cara pemberiannya, serta sistem penilaian kinerja yang dilaksanakan dengan panduan obyektif dan memberikan hasil yang dapat dipertanggungjawabkan sehingga memberi kepuasan kepada karyawan dan mendorong peningkatan kinerja.

Kata kunci: *kompensasi, penilaian kinerja, studi kasus*

ABSTRACT

Background : *Harapan Hospital has started performance appraisal toward employees since 2010. The result of these performance appraisal become the base for the following year's payment. Within five years of performance appraisal, the result hasn't improved, but decreased instead. On the other side, employee's salary continuously increased. So, we can say that the compensation which is received by the employee isn't relevant with their performance appraisal, and doesn't effect the performance's improvement, therefore evaluations and improvements on the recent compensation system are necessary.*

Objective: *In general the goal of this research is to develop a performance based compensation system in Harapan Hospital Magelang.*

Method: *This research is a case study research with a case study research design type 1, which means holistic single case design.*

Result and discussion: *Four factors that based the completeness of the Pay Model as the foundation of the payment structure, is yet to be fulfilled by the recent payment system. The job hierarchy structure no longer fits the changes in the divisions of the tasks today. Market survey on a job's price is yet to be done by companies. This caused overpayment for newcomers, while the increase of the salary for the following years is minimum. An employee's contribution is yet to be appreciated, because of the limited space for score improvement during performance appraisal. Employees don't understand the payment system because of the lack of any formula to count the salary. Performance appraisal that have been used so far is incapable of pushing better performance, because the guide used during the performance appraisal are too subjective that it can't differ each employee's capabilities. Performance appraisal results today become the base of the employee's salary, and this caused uncertainty about the salary changes. Incentive is being given equally. The perception of compensation system and its component are still yet to be well understood by neither the company nor the employee. There is still yet to be any agreement in formulating performance based compensation system because of the employee's pessimistic behaviour and their thought, which considers performance appraisal nothing more than routines for formality.*

Conclusion and recommendation: *The completeness of Pay Model is yet to be based on performance based compensation system which are still valid, so more evaluations and improvements have to be done, which would resulted with a reliable compensation structure that can be formulated and able to become an attraction for potential employees as well as becoming a pushing factor for performance's improvement. Performance appraisal improvement have to be done by improving the formula, creating indicators of the goals that will be achieved on a job, creating guides in performance appraisal and providing preparations for employees that are tasked to do the performance appraisal so that employees could appreciate and believe the results. An agreement on the performance based compensation system can be created with a clear payment structure and the way it is given, as well as an objectively guided performance appraisal system and providing creditable results that can satisfy employees and push their performance even further.*

Key words: *compensation, performance appraisal, case study*