

## Studi penyempurnaan sistem kompensasi berbasis nilai jabatan di lingkungan Perum Damri

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### Abstrak

A Study on Completing Compensation System with Job Value Based in Perum Since the company was established in November 25, 1946, founding system Human Resources (HR) still refers to civil servant. Even through status of corporate body has already changed, from division company, then state company and the last, public company with consequences that cost of HR no longer covered by government, the effort to complete system of HR building have never done. In addition, the ability of company finance is limited so that not every policy launched by government related to better remuneration for civil servant could automatically be applied in this company. The efforts for better welfare so far done by giving various allowances and these lack of proportional toward employee contribution. This condition causes HR cost to be fixed cost factor with is not directly connected to employee and company performance. Theoretically this condition is incorrect, because according to Milkovich (1999:10) compensation owns efficiency target especially in frame of performance improvement, quality, customer satisfaction and control of HR cost. Besides, Armstrong and Murlis.2(2003:16) mentioned that commitment on market economy will quickly be exposed that money is the best motivator. That's why there must be strong relation between compensation and performance. If not, that will indicate the existing compensation system has not reached target. Therefore, it is required to improve.

Armstrong and Muriis 1(2003:3) mentioned that strategy of compensation is coming from HR strategy and business strategy. While Walker (1992:10-11) described that HR strategy is how a company arranges its employees to be able to support business target through determined business strategy. Therefore, in this Thesis, is used logical frame as follows: To achieve target, the company should be backed up with good business strategy. To be able to arrange, plan and carry out business strategy, it is required HR support with high commitment through good business strategy in which compensation strategy is included.

The research output by Gomez-Mejia (1992:61-67) indicates that compensation strategy goes to two patterns, namely Algorithmic and Experiential. The algorithmic pattern focused on job or duty, while experiential one exposed on skill. If we connect to the existing business strategy, the application of compensation pattern using organization typology according to Miles and Snow, that is defenders type, prospectors and analyzers. Type of defenders has stable character and low demand of changes, so this is appropriate for highly dedicated HR, loyal and diligent, with algorithmic pattern for the remuneration. Type of prospectors is temporal, quick changes, so that appropriate for HR with high turn over using experiential system for salary. While analyzers type is correct and very careful and fix for HR with full consideration and the remuneration using between algorithmic and experiential.

The research conducted in Perum DAMRI through questioner and relevant data back up as well as data from

benchmark with other relevant company. Research output analyzer for 364 samples of almost 7000 employees indicates that employees are not satisfied with financial compensation, because neglect internal and external equity; Contribution of compensation system toward employee performance are very low, so it is not yet optimal as tool / motivator for employees performance; Employees expect changes on financial compensation system, especially system of giving allowances based on achievement and heavy - light employees task. For component of basic salary, based on position, grade and long period of working.

Completing financial compensation system is carried out by mixing some allowances which is not proportional, into for on of variable salary based on job value, taken from job evaluation done before. Variable salary is arranged for separate salary structure, so that in the implementation there will be two salary structure that is basic salary structure and variable salary structure. Application of variable salary refers to research output by Gomez-Mejia and theory of Armstrong and Murlis, that is employees in operation with prospectors characteristics using variable salary with performance based; employees in mechanic / technician with analyzers characteristic using variable salary with skills based, while management and administration staff with defenders characteristic using variable salary with competency based.

One to existing compensation has been very long time implemented, the completion should be applied gradually and supported with strong commitment from management. Application of variable salary with performance based, skills based, and competency based constitutes first step to complete compensation system toward more ideal in company environment.

[Rincian Isi Tesis : xiii, 140 halaman + 21 tabel + 7 gambar + 10 lampiran, Bibliografi : 43 buku, 7 artikel, (1982 - 2003)]