

ABSTRAK

Penelitian ini bertujuan untuk menganalisis implementasi pemberian tunjangan kinerja dalam meningkatkan motivasi dan disiplin kerja Pegawai Negeri Sipil (PNS) pada Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) Kabupaten Tolikara. Fokus penelitian mencakup mekanisme pemberian tunjangan kinerja, pengaruhnya terhadap motivasi kerja, serta dampaknya terhadap disiplin kerja pegawai dalam melaksanakan tugas dan tanggung jawab.

Penelitian menggunakan pendekatan kualitatif dengan jenis penelitian deskriptif. Data dikumpulkan melalui wawancara mendalam, observasi, dan dokumentasi terhadap enam informan yang terdiri atas Kepala BKPSDM, Sekretaris, Kepala Subbidang Keuangan, Kepala Subbidang Kepegawaian, dan dua orang staf BKPSDM Kabupaten Tolikara. Analisis data dilakukan melalui tahapan reduksi data, penyajian data, serta penarikan kesimpulan.

Hasil penelitian menunjukkan bahwa implementasi pemberian tunjangan kinerja telah dilaksanakan sesuai kebijakan pemerintah daerah dengan mempertimbangkan aspek kehadiran, disiplin, dan capaian kinerja pegawai. Mekanisme pemberian tunjangan dilakukan melalui penilaian kinerja dan verifikasi administrasi sebelum pembayaran. Pemberian tunjangan kinerja terbukti meningkatkan motivasi kerja melalui tumbuhnya semangat kerja, tanggung jawab, dan dorongan untuk meningkatkan prestasi. Selain itu, tunjangan kinerja juga berkontribusi terhadap peningkatan disiplin kerja, terutama dalam kehadiran, kepatuhan terhadap peraturan, dan ketepatan waktu penyelesaian tugas. Meskipun demikian, masih terdapat kendala berupa keterlambatan administrasi, perlunya peningkatan transparansi sistem penilaian, serta penguatan pembinaan dan pengawasan. Oleh karena itu, sistem penilaian yang objektif, transparan, dan didukung pengelolaan administrasi yang efektif diperlukan agar implementasi tunjangan kinerja semakin optimal.

Kata Kunci: Implementasi, Tunjangan Kinerja, Motivasi Kerja, Disiplin Kerja, Pegawai Negeri Sipil.

ABSTRACT

This study aims to analyze the implementation of performance allowances in improving the work motivation and work discipline of Civil Servants (CSs) at the Regional Civil Service and Human Resources Development Agency (BKPSDM) of Tolikara Regency. The study focuses on the mechanism for implementing performance allowances, their influence on employees' work motivation, and their impact on work discipline in carrying out duties and responsibilities.

This study employed a qualitative approach with a descriptive research design. Data were collected through in-depth interviews, observations, and documentation involving six informants, namely the Head of BKPSDM, the Secretary, the Head of the Finance Subdivision, the Head of the Personnel Subdivision, and two BKPSDM staff members. Data were analyzed using the stages of data reduction, data display, and conclusion drawing.

The findings indicate that the implementation of performance allowances has been carried out in accordance with local government policies by considering employee attendance, discipline, and performance achievements. The allowance mechanism involves performance evaluation and administrative verification before payment is made. The provision of performance allowances has positively influenced employees' work motivation by increasing enthusiasm, responsibility, and the willingness to improve work performance. Furthermore, the allowances have contributed to improving work discipline, particularly in terms of attendance, compliance with regulations, and timely completion of assigned tasks. However, several challenges remain, including administrative delays, the need for greater transparency in the performance appraisal system, and stronger supervision and employee development. Therefore, a more objective, transparent, and well-managed performance appraisal system is essential to optimize the implementation of performance allowances.

Keywords: Implementation, Performance Allowance, Work Motivation, Work Discipline, Civil Servants.