

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh keterbukaan sistem remunerasi dan budaya organisasi BerAKHLAK terhadap kepuasan kerja pegawai dengan motivasi kerja sebagai variabel mediasi pada Rumah Sakit Daerah X Kabupaten Jember. Penelitian ini dilatarbelakangi oleh pentingnya pengelolaan sumber daya manusia yang mampu meningkatkan kepuasan kerja pegawai melalui penerapan sistem remunerasi yang transparan serta penguatan budaya organisasi BerAKHLAK sebagai nilai dasar Aparatur Sipil Negara.

Penelitian menggunakan pendekatan kuantitatif dengan desain penelitian eksplanatori. Populasi penelitian adalah seluruh pegawai Rumah Sakit Daerah X Kabupaten Jember yang memenuhi kriteria penelitian, dengan sampel sebanyak 197 responden yang dipilih menggunakan teknik purposive sampling. Pengumpulan data dilakukan melalui penyebaran kuesioner menggunakan skala Likert, sedangkan analisis data menggunakan metode *Structural Equation Modeling-Partial Least Square* (SEM-PLS) dengan bantuan aplikasi SmartPLS.

Hasil penelitian menunjukkan bahwa keterbukaan sistem remunerasi berpengaruh positif dan signifikan terhadap motivasi kerja dan kepuasan kerja. Budaya organisasi BerAKHLAK juga berpengaruh positif dan signifikan terhadap motivasi kerja maupun kepuasan kerja. Selain itu, motivasi kerja terbukti berpengaruh positif dan signifikan terhadap kepuasan kerja. Pengujian efek mediasi menunjukkan bahwa motivasi kerja mampu memediasi secara positif dan signifikan pengaruh keterbukaan sistem remunerasi serta budaya organisasi BerAKHLAK terhadap kepuasan kerja pegawai.

Penelitian ini menyimpulkan bahwa peningkatan kepuasan kerja pegawai di Rumah Sakit Daerah dapat diwujudkan melalui penerapan sistem remunerasi yang terbuka, adil, dan transparan serta penguatan internalisasi nilai-nilai budaya organisasi BerAKHLAK yang mampu meningkatkan motivasi kerja pegawai. Temuan penelitian ini diharapkan menjadi masukan bagi pimpinan rumah sakit dalam merumuskan kebijakan pengelolaan sumber daya manusia yang lebih efektif untuk meningkatkan kualitas pelayanan organisasi.

Kata Kunci: keterbukaan sistem remunerasi; budaya organisasi BerAKHLAK; motivasi kerja; kepuasan kerja; SEM-PLS.

ABSTRACT

This study aims to examine the effect of remuneration system transparency and the BerAKHLAK organizational culture on employee job satisfaction, with work motivation serving as a mediating variable at Regional Public Hospital X, Jember Regency. The study was motivated by the importance of effective human resource management in improving employee job satisfaction through the implementation of a transparent remuneration system and the strengthening of the BerAKHLAK organizational culture as the core values of the Indonesian Civil Service.

This research employed a quantitative approach with an explanatory research design. The study population consisted of employees of Regional Public Hospital X who met the predetermined research criteria. A total of 197 respondents were selected using purposive sampling. Data were collected through a structured questionnaire using a five-point Likert scale and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS software.

The findings indicate that remuneration system transparency has a positive and significant effect on both work motivation and job satisfaction. Likewise, the BerAKHLAK organizational culture positively and significantly influences work motivation and job satisfaction. Furthermore, work motivation has a positive and significant effect on employee job satisfaction. The mediation analysis also demonstrates that work motivation significantly mediates the relationship between remuneration system transparency and job satisfaction, as well as the relationship between the BerAKHLAK organizational culture and job satisfaction.

This study concludes that employee job satisfaction in Regional Public Hospitals can be enhanced through the implementation of a fair, transparent, and accountable remuneration system, accompanied by the effective internalization of the BerAKHLAK organizational culture to strengthen employee work motivation. The findings are expected to provide practical implications for hospital management in formulating strategic human resource policies aimed at improving organizational performance and service quality.

Keywords: *remuneration system transparency; BerAKHLAK organizational culture; work motivation; job satisfaction; Structural Equation Modeling–Partial Least Squares (SEM-PLS).*