ABSTRAK

Penelitian ini dilakukan untuk menganalisis bagaimana pandangan para pegawai terhadap pemberian tunjangan kinerja dan bagaimana tunjangan kinerja tersebut dapat menjadi salah satu indikator dalam upaya peningkatan kualitas pelayanan publik di Kantor Urusan Agama Kecamatan Sungai Raya. Penelitian ini dianalisis dengan menggunakan teori manajemen kinerja Armstrong yang melihat tunjangan kinerja sebagai suatu hal yang harusnya dipandang adil, transparan, dan dapat meningkatkan motivasi pegawai. Metode penelitian ini menggunakan metode penelitian kualitatif deskriptif. Penetapan informan menggunakan teknik purposive sampling yang menetapkan seluruh pegawai Kantor Urusan Agama sebagai informan, empat orang masyarakat setempat, dan dua orang Kepala Bagian KEMENAG sehingga total 20 informan dalam penelitian ini. Data dikumpulkan melalui observasi, wawancara mendalam, dan dokumentasi. Teknik analisis data menggunakan model Miles dan Huberman (1994) yaitu reduksi data, penyajian data, dan penarikan kesimpulan dan verifikasi. Hasil menunjukkan bahwa tunjangan kinerja benar meningkatkan motivasi pegawai dalam bekerja, terutama dalam hal kedisiplinan. Namun mengalami pergeseran makna dari *reward* menjadi hak yang memang seharusnya diberikan pemerintah kepada pegawai. Dampaknya terhadap pelayanan publik adalah akhirnya pelayanan bersifat statis alias tidak ada perubahan yang signifikan dalam hal pelayanan.

Kata Kunci : Tunjangan Kinerja, Manajemen Kinerja, Kualitas Pelayanan Publik

ABSTRACT

This study was conducted to analyze employees' views on the provision of performance-based allowances and how such allowances can serve as an indicator in efforts to improve the quality of public services at the Sungai Raya Subdistrict Office of Religious Affairs. The study was analyzed using Armstrong's performance management theory, which views performance-based allowances as something that should be perceived as fair, transparent, and capable of boosting employee motivation. This study employed a descriptive qualitative research method. Informants were selected using purposive sampling, which included all employees of the Office of Religious Affairs, four local residents, and two division heads from the Ministry of Religious Affairs, for a total of 20 informants in this study. Data were collected through observation, in-depth interviews, and documentation. The data analysis technique used the Miles and Huberman (1994) model, which consists of data reduction, data presentation, and drawing conclusions and verification. The results show that performance-based allowances do indeed increase employee motivation at work, especially when it comes to discipline. However, their meaning has shifted from a reward to a right that the government is obligated to provide to its employees. The impact on public services is that they ultimately remain static-in other words, there are no significant changes in service delivery.

Keywords: Performance Allowance, Performance Management, Quality of Public Services