

**IMPLEMENTASI SISTEM *MERIT* BERBASIS SYARIAH
DALAM MENINGKATKAN KINERJA PEGAWAI: STUDI
PADA PT BANK SYARIAH INDONESIA KCP
DIPONEGORO SURABAYA**

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**UIN SUNAN AMPEL
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**PROGRAM STUDI EKONOMI SYARIAH
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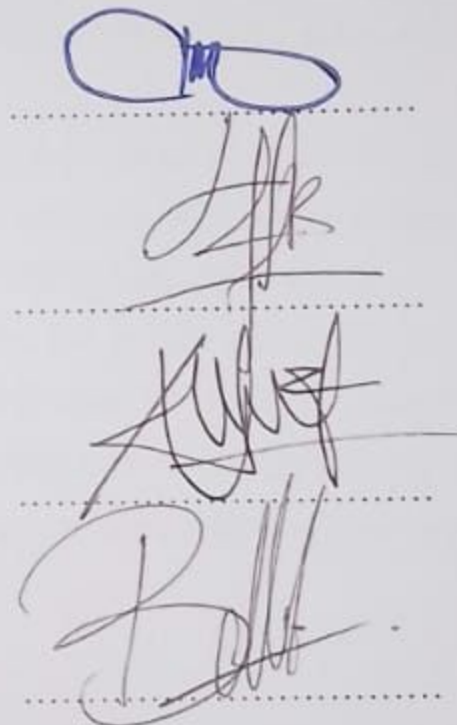
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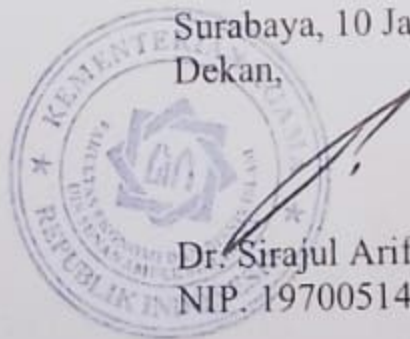
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ABSTRAK

Penelitian ini bertujuan untuk menganalisis implementasi sistem merit berbasis syariah dalam meningkatkan kinerja pegawai di PT Bank Syariah Indonesia KCP Diponegoro Surabaya. Sistem merit berbasis syariah berlandaskan nilai-nilai Islami seperti *sidiq* (kejujuran), *amanah* (tanggung jawab moral), *tabliq* (transparansi), dan *fatimah* (kecerdasan) yang diterapkan dalam pengelolaan sumber daya insani. Nilai-nilai tersebut memastikan adanya keadilan dalam penilaian kinerja, transparansi dalam promosi, serta pengembangan karier yang berbasis kompetensi. Metode penelitian yang digunakan adalah kualitatif dengan pendekatan deskriptif melalui wawancara mendalam dan analisis dokumen internal perusahaan.

Hasil penelitian menunjukkan bahwa sistem merit berbasis syariah mampu memberikan kontribusi signifikan terhadap peningkatan kinerja pegawai. Penilaian kinerja yang transparan dan berbasis kompetensi menciptakan kejelasan dan rasa keadilan, sehingga meningkatkan motivasi dan loyalitas karyawan. Promosi yang adil dan pengembangan karier berbasis nilai syariah juga mendorong peningkatan kemampuan teknis dan pemahaman spiritual pegawai. Meski demikian, tantangan seperti kurangnya integrasi teknologi informasi dan minimnya pemahaman mendalam tentang nilai-nilai syariah masih menjadi kendala.

Strategi yang disarankan untuk mengatasi tantangan ini mencakup percepatan pengembangan teknologi informasi, peningkatan sosialisasi nilai-nilai syariah, dan pelatihan yang terstruktur. Dengan langkah ini, diharapkan implementasi sistem merit berbasis syariah dapat berjalan lebih optimal dan memberikan dampak yang lebih besar terhadap produktivitas organisasi. Selain itu, evaluasi secara rutin juga diperlukan untuk mengidentifikasi hambatan baru dan memberikan solusi yang relevan sesuai kebutuhan organisasi.

Penelitian ini menyimpulkan bahwa sistem merit berbasis syariah di PT Bank Syariah Indonesia KCP Diponegoro Surabaya telah menjadi fondasi yang kuat dalam menciptakan lingkungan kerja yang harmonis dan produktif. Implementasi sistem ini tidak hanya mendorong efisiensi operasional tetapi juga memperkuat kesejahteraan pegawai melalui integrasi nilai-nilai Islami. Dengan komitmen yang berkelanjutan, perusahaan dapat memperbaiki kualitas manajemen sumber daya insani serta menghadapi tantangan operasional dengan lebih efektif.

Kata kunci: Sistem Merit, Syariah, Keadilan, Kinerja Pegawai, Transparansi, Pengelolaan Sumber Daya Insani.

ABSTRACT

This study aims to analyze the implementation of a Sharia-based merit system in improving employee performance at PT Bank Syariah Indonesia KCP Diponegoro Surabaya. The Sharia-based merit system is grounded in Islamic values such as *sidiq* (honesty), *amanah* (moral responsibility), *tabliq* (transparency), and *fatanah* (wisdom), applied to human resource management. These principles ensure fairness in performance appraisals, transparency in promotions, and competency-based career development. The study employs a qualitative method with a descriptive approach, utilizing in-depth interviews and internal company document analysis.

The findings indicate that the Sharia-based merit system significantly contributes to enhancing employee performance. Transparent and competency-based performance appraisals provide clarity and a sense of fairness, thereby boosting employee motivation and loyalty. Fair promotions and career development based on Sharia values also enhance technical capabilities and employees' spiritual understanding. However, challenges such as insufficient integration of information technology and limited comprehensive understanding of Sharia values among employees persist.

Strategies to address these challenges include accelerating the development of information technology, increasing the dissemination of Sharia values, and conducting structured training programs. These steps aim to optimize the implementation of the Sharia-based merit system and amplify its impact on organizational productivity. Additionally, routine evaluations are essential to identify emerging obstacles and provide relevant solutions tailored to organizational needs.

This study concludes that the Sharia-based merit system at PT Bank Syariah Indonesia KCP Diponegoro Surabaya serves as a robust foundation for creating a harmonious and productive work environment. Its implementation not only drives operational efficiency but also enhances employee welfare by integrating Islamic values. With sustained commitment, the company can improve human resource management quality and address operational challenges more effectively.

Keywords: Merit System, Sharia, Fairness, Employee Performance, Transparency, Human Resource Management.

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