

ABSTRAK

Penelitian ini dilatarbelakangi oleh penurunan kinerja pekelang di Direktorat Jenderal Kekayaan Negara selama 2022–2023, khususnya pada perspektif *internal process* serta *learning and growth*, yang menunjukkan perlunya penguatan faktor strategis sumber daya manusia. Tujuan penelitian ini adalah menganalisis pengaruh kompensasi berbasis risiko dan pengembangan karir terhadap kinerja pekelang dengan kepuasan kerja sebagai variabel mediasi. Pendekatan kuantitatif digunakan dengan analisis Structural Equation Modeling–Partial Least Square (SEM-PLS) berdasarkan data survei dari 171 responden. Hasil menunjukkan kompensasi berbasis risiko berpengaruh signifikan terhadap kepuasan kerja dan kinerja, sedangkan pengembangan karir berpengaruh terhadap kinerja namun tidak terhadap kepuasan kerja. Kepuasan kerja berpengaruh positif terhadap kinerja serta memediasi pengaruh kompensasi berbasis risiko terhadap kinerja, tetapi tidak memediasi pengaruh pengembangan karir. Secara manajerial, penerapan kompensasi berbasis risiko yang adil dan transparan serta program pengembangan karir yang tepat sasaran penting untuk meningkatkan kinerja pekelang dan mendukung pencapaian tujuan organisasi.

Kata kunci: kompensasi berbasis risiko; pengembangan karir; kepuasan kerja; kinerja pekelang.

ABSTRACT

This study addresses the declining performance of auctioneers at the Directorate General of State Assets during 2022–2023, particularly in the internal process and learning and growth perspectives, highlighting the need for stronger strategic human resource initiatives. The objective is to examine the effects of risk-based compensation and career development on auctioneers' performance, with job satisfaction as a mediator. A quantitative approach using Structural Equation Modeling–Partial Least Square (SEM-PLS) was applied to survey data from 171 auctioneers. Results reveal that risk-based compensation significantly influences both job satisfaction and performance, while career development affects performance but not job satisfaction. Job satisfaction positively impacts performance and mediates the effect of risk-based compensation on performance, but does not mediate the effect of career development. Managerially, implementing fair and transparent risk-based compensation aligned with workload, alongside targeted career development programs, is essential to enhance auctioneers' performance and support organizational goals.

Keywords: *risk-based compensation; career development; job satisfaction; auctioneer performance.*