

Analisis sistem penggajian pegawai negeri sipil dalam perspektif manajemen aparatur sipil negara studi di lingkungan Badan Kepegawaian Negara = Analysis pay system of civil service in the state civil apparatus management perspective studies in national civil service agency / Kharisma Triyogo

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Abstrak

Penelitian ini bertujuan untuk menganalisis aspek keadilan sistem penggajian Pegawai Negeri Sipil (PNS) di lingkungan Badan Kepegawaian Negara (BKN), serta memformulasi sistem penggajian yang memenuhi prinsip keadilan sesuai dengan perspektif manajemen Aparatur Sipil Negara (ASN) saat ini. Penelitian menggunakan pendekatan post-positivis dan jenis penelitian deskriptif. Hasil penelitian menunjukkan bahwa kandungan nilai keadilan dalam tujuan/sasaran sistem penggajian PNS dalam Undang-Undang ASN masih terbatas pada upaya pemenuhan keadilan internal dan keadilan eksternal, sementara kandungan nilai keadilan individual menjadi tidak koheren karena adanya pemisahan antara Gaji dengan pemberian Tunjangan Kinerja pegawai. Kandungan nilai keadilan dari sisi penerapan sistem penggajian PNS belum mampu terpenuhi hingga saat ini, hal tersebut dapat dilihat dari beberapa aspek yaitu: a) alignment, basis golongan dan masa kerja saat ini yang dinilai sudah tidak relevan karena tidak mencerminkan nilai relatif suatu jabatan, b) competitiveness, besaran gaji kurang kompetitif dibandingkan dengan market rate, c) contributions, kurangnya penghargaan terhadap kinerja dan kompetensi pegawai, d) management, kurangnya transparansi khususnya terkait data dan informasi kemampuan keuangan Negara untuk alokasi gaji. Penelitian ini menghasilkan formulasi penggajian PNS dengan menggunakan pendekatan gaji berbasis jabatan (job-based pay), dengan parameter meliputi jumlah grade, rentang nilai, rentang gaji, dan garis kebijakan penggajian.

*The objectives of analysis in this paper are: analyzing the aspect of equity in civil service pay system in National Civil Service Agency (BKN), and formulating civil service pay system in BKN in accordance with the State Civil Apparatus (ASN) Management Perspective. This study uses a post-positivist approach and descriptive study. The results showed that the equity content in the objective of the salary system of civil service as stipulated in the Law on ASN is still limited to the efforts of internal and external equity, while the values of individuals equity is incoherent because formulation of the Act clearly separates between civil service's salaries and performance allowances. On the other hand the equity content of the pay system implementation is also not able to be fulfilled until now, it can be seen from several aspects which includes: a) alignment, salary structure of civil service based on clusters and length of service is considered to be irrelevant, because it does not reflect the relative value of a position, b) competitiveness, amount of salary of civil servants are less competitive than the market rate, c) contributions, lack of appreciation of the performance and competence, d) management, lack of transparency, especially related to data and information of the financial capacity of the State to the allocation of salary. This research resulted the formulation of a civil service pay system using the approach of job-based pay which used the number of grade, the points range, the pay range, and the pay policy line parameters.*