

The Mechanism of Preparation on Purwodadi Botanical Garden Unit Towards Remuneration

(Study at Purwodadi Botanical Garden Office-Pasuruan Regency)

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Abstract

In 2011, the whole Ministry, Agencies and the Local Government has been targeted a commitment to implement the process of bureaucratic reform. Therefore, one of the unit below the unit of LIPI Purwodadi Botanical Garden in 2011 began to prepare Bureaucratic Reform which will have an impact on remuneration. The purpose of this study is to describe and analyze the mechanism of preparation Purwodadi Botanical Garden Unit toward remuneration and supporting and inhibiting factors. This study used descriptive methods and qualitative approach. The results of this study are the mechanism of preparation consist of: socialization, submission document Road Map and remuneration, implement bureaucratic reform at 7 area changes, valuation/evaluation of bureaucratic reform. In preparation remuneration almost finished, but there are few problems that occur inhibiting factors such as heterogeneous understanding of employee. The suggestion given are doing sustainably socialization and giving training to improve the work culture of employee.

Keywords: Bureaucratic Reform, Remuneration

Abstrak

Pada tahun 2011, keseluruhan Kementerian, Lembaga dan Pemerintah Daerah telah ditargetkan memiliki komitmen untuk melaksanakan proses reformasi birokrasi. Oleh karena itu, salah satu unit di bawah LIPI yaitu Kebun Raya Purwodadi, pada tahun 2011 mulai mempersiapkan Reformasi Birokrasi yang akan berdampak pada remunerasi. Tujuan dari penelitian ini untuk mendeskripsikan dan menganalisis mekanisme penyusunan Satuan Kerja Kebun Raya Purwodadi menuju remunerasi serta faktor pendukung dan penghambat. Penelitian ini menggunakan metode deskriptif dan pendekatan kualitatif. Hasil dari penelitian ini adalah mekanisme persiapan terdiri dari: sosialisasi, penyerahan dokumen Road Map dan remunerasi, menerapkan reformasi birokrasi di 7 area perubahan, penilaian/evaluasi reformasi birokrasi. Dalam remunerasi persiapan hampir selesai, tetapi ada beberapa masalah yang terjadi faktor penghambat seperti pemahaman karyawan yang heterogen. Saran yang diberikan adalah melakukan sosialisasi secara berkelanjutan dan memberikan pelatihan untuk meningkatkan budaya kerja karyawan.

Kata Kunci: Reformasi Birokrasi, Remunerasi

Introduction

In executing the first wave of reform, the bureaucracy reform in Indonesia reached slower progress than others changes. Actually, bureaucracy reform was intended to stop the germ of bureaucracy such as KKN as stated Constitution No. 28 of 1999 about the implementation of country that is clean and free from KKN. In addition, the governor restated that the reformation of bureaucracy could be better by utilizing the principal of clean and good governance,

thus, through this principal, the governor could run the country that is clean and free from KKN.

In accordance with Constitution No.17 of 2007 about RPJPN 2005-2025 "The construction of state officials through the bureaucratic reform is to improve the professionalism of state and apparatus to achieve a good governance, at central and regional levels in order to support the successful development in other fields" so with the Bureaucratic Reform held by

government is the right momentum to change the state apparatus be better. The government will implement reform strategies as stated by Asmawi (2010:14) in point (d) "the improvement system reward and punishment by applying equal work for equal pay or giving a decent salary in accordance with the position in the organization". Remuneration is the impact of bureaucratic reform process is expected to implement equal pay for equal work.

Since 2011, one of the institutions that have been proposed for the Employee Benefit Performance is LIPI. LIPI has prepared the approval mechanism of bureaucratic reforms that will ultimately affect the performance gift allowance. Moreover, to improve the coordination and effectiveness of the national bureaucracy reform, the mechanism of approval of bureaucratic reforms and performance benefit (remuneration) for the Ministry/Agency including LIPI should be formulated. Basically, the system of remuneration is based upon employee remuneration and performance indicators and the analysis load by LIPI.

By considering the above background, it can be the formulation of the problem as follows:

1. How is the preparation mechanism of Purwodadi Botanical Garden Unit in the process to implement the remuneration system?
2. What are the supporting and inhibiting factors on the preparation mechanism of Purwodadi Botanical Garden Unit in the process to implement the remuneration system?

Literatur Review

Bureaucracy Reform

1. Understanding of Bureaucracy Reform

According to Samonte (1970) quoted by Nasucha (2004, p.6), the meaning of bureaucratic reform is the adoption of new ideas or combinations of ideas to improve the administration to be able to carry out the goals of national development.

2. Strategic of Bureaucracy Reform

Bureaucracy reform strategy by Asmawi in his book "*Reformasi Birokrasi Menuju Good Governance*" (2010, p.140) are as follows:

- a) Restoring the institutional /organizational, human resources and management personnel (management) government with the right size (right sizing) in accordance with the purpose, urgency, vision and the mission ministries / agencies / governments.
- b) Capacity building and bureaucrats capability (government aperture) in the formulation of policy, service delivery and community development, shelter and protection and asset management / wealth of the country. Increased capacity and capability is closely linked to the education and training of personnel
- c) Improved system of governance (management) government affairs and development by optimizing the use of information and communication technology. This includes repair of office building, job advice and infrastructure of government officers.
- d) Improved system of reward and punishment. Reward system by applying equal work for equal pay or giving a decent salary in accordance with the position in the organization.
- e) Improvement of ethics and give power of apparatus morality with ethical codes and improved control
- f) Establishment of pilot projects and after other agencies are encouraged to adopt a similar pattern of organization and management agencies pilot organizations

Remuneration

1. Understanding of Remuneration

As said Ruky (2006, p.9), the term is used to Rewards Indonesia the compensation a term derived from the books of human resource management are imported from America. English and the International Labour Organization (International Labour Organization / ILO) called remuneration. Remuneration / compensation / remuneration has wider coverage than wages or salary. Benefits include all expenses incurred by the company for employees and received or enjoyed by the workers, either directly, routine, or indirectly (in one day).

2. The Purpose of Remuneration

Mahmudi (2007, p.167) said that the main purpose of the remuneration system is basically:

- a) To attract people who are competent, qualified, and character join the organization
- b) For retain people who have excellence, competence, quality, and of good character who have joined the organization to keep it out of the organization
- c) To keep the people in the organization still not work because of inadequate remuneration allow employees to strike which is actually very detrimental to the organization
- d) To motivate employees to achieve the best performance

Methods of Research

In this study, researcher used a type of qualitative research with descriptive analysis approach. According to Bogdan and Taylor quoted by Moleong (2001, p.3) that qualitative research is used to generate descriptive data in the form of data written or direct from the people and behaviors that can be observed. This research uses a deductive inference is drawing conclusions from things that are general to the specific. Focus of this research concerns (1) Mechanism of preparation Purwodadi Botanical Garden Unit towards remuneration, and (2) supporting factors and inhibiting factors in the mechanism of preparation Purwodadi Botanical Garden Unit towards remuneration. In this study, the research location is Pasuruan Regency and the research site is the Office of Purwodadi Botanical Garden Unit . Sources of data obtained from primary and secondary data. Data collected through interview, observation and documentation. Analysis of data using interactive model of analysis developed by Miles and Hubberman (1992, p.20) through four stages: data collection, data reduction, data presentation and data verification.

Discussion

1. Mechanism of Preparation on Purwodadi Botanical Garden Unit towards Remuneration

a. Legal Framework of Preparation Mechanism

- 1) Permenpan dan Bureaucratic Reform No. 10 of 2011 about Guidelines for Change Management Program

In general, change management is a systematic process by applying the knowledge, tools and resources that the organization needs to move from the present into the desired shape, which is heading toward better performance and to manage the individuals who will be affected by the change process . As for the implementation of change management are agents of change who are individuals / groups involved in planning and implementing change. In a process of change, the change agent is acting as a role model. In this case acting as an agent of change in the labor force that is Tim Botanical Purwodadi Reforms (Project Management, Design and Change Management Team, Quality Assurance Team).

Management of changes in the implementation of Bureaucratic Reform emphasis on the eight (8) areas of change that organization, management, legislation, accountability, human resources, controlling, public service, mindset and work culture apparatus. But because the Purwodadi Botanical Garden is not a work unit that makes the Constitution, then the work unit of Purwodadi Botanical Garden based on Bureaucratic Reform Road Map which contains with conditions expected by the change management that focuses only on the seven (7) areas of change, namely: organization, management, accountability, human resources, controlling, public service, mindset and work culture apparatus. After a continued improvement in seven areas of change, the government provides reward and punishment such performance benefit namely remuneration.

- 2) Permenpan and Bureaucratic Reform No.15 of 2011 about the Mechanism of Implementation Agreement Bureaucratic reforms and Benefit Performance For Ministry / Agency

In the first done Bureaucratic Reform Team Purwodadi Botanical Garden Unit is socialized Bureaucratic and dissemination of policy performance benefit (remuneration). Then filing documents that bureaucratic reform Reforms Road Map, followed by assessment of documents and field verification. In the proposal Benefit Performance, Team Reforms preparing supplementary documents among which class position. Furthermore, the implementation of Bureaucratic Reform emphasis on the eight (8) areas of change that organization, management, legislation, accountability, human resources, controlling, public service, mindset and work culture apparatus. But because the Purwodadi Botanical Garden is not a work unit that makes the Constitution, then the work unit of Purwodadi Botanical Garden based on Bureaucratic Reform Road Map which contains with conditions expected by the change management that focuses only on the seven (7) areas of change, namely: organization, management, accountability, human resources, controlling, public service, mindset and work culture apparatus. After a continued improvement in seven (7) areas of change, the government provides reward or punishment in the form of remuneration that is performance benefit.

b. Human Resources

- 1) Bureaucratic Reform Team
 - a) Project Management: occupied by DR. R. Hendrian, M.Sc. Project Management has the authority and responsibility to control the bureaucratic reform that affect performance benefit namely remuneration in the area as a whole Purwodadi Botanical Garden Unit

- b) Design and Change Management Team: occupied by Mr Tulabi, SE The tasks of the Design and Change Management Team is to develop design of bureaucratic reform and technic bureaucratic reform program and preparing technical bureaucratic reform and the development and implementation bureaucratic reform

- c) Quality Assurance Team: occupied by Mr. Ir Bogi Mahardi Task of Quality Assurance Team only limited control the bureaucratic reform whether it implemented properly or not, is there a program to remind bureaucratic reform that has not been carried out and also follow up on what has been done by Design and Change Management Team.

- 2) Employment Division
Employment Division is one of Human Resources has the task to determine the class position to be received by each employee Personnel Employment also has a duty to conduct socialization about remuneration such Regulations No. Head of LIPI No. 3 of 2012 on the Enforcement of Discipline in the Framework of Implementation Giving Employee Performance Benefit in the Environmental LIPI Then for accurate data, Employment Division also tasked for processing employee attendance data used to determine the large / small remuneration will be obtained.

- 3) Financial Division
In the Financial Divison, assisted by the Employment Divison_ manage about whether remuneration will be granted full or not.

c. Mechanism of Preparation on Purwodadi Botanical Garden Unit toward Remuneration

1) Socialization of Bureaucratic Reform and Remuneration

Socialization of Bureaucratic Reform given structural position and all employees at the Purwodadi Botanical Garden. Socialization of bureaucratic reform that affects remuneration done 2 times a to officials of the structural and 2 times to all employees. So for level of understanding still low considering the limitations of a heterogeneous employee mindset

2) Submission of Road Map Bureaucratic Reform

Road Map bureaucratic reforms made by the Design and Change Management Management on October 10, 2011. In accordance with *PerMENPAN* and Bureaucratic Reform No. 15 of 2011, Reforms Roadmap is one of the supporting documents that must be submitted to the government as a complementary mechanism for the determination performance benefits (remuneration). To create a Road Map bureaucratic reform Botanical Purwodadi have guidelines that *PerMENPAN* and Bureaucratic Reform No. 9 of 2011 on the guidelines for the preparation of the Road Map Reforms Ministry / Agency and Local Government.

Bureaucratic Reform Road Map has been created by Purwodadi Botanical Garden Unit submitted to LIPI then submitted to the Menpan for control and repaired for 3 months Repairs carried out because difference understanding the preparation of Bureaucratic Reform Road Map

3) Implementation of Bureaucratic Reform

a. Organization

In the organization program there are two program that implemented the restructuring organization and structuring research groups. In the restructuring

organization, at the Purwodadi Botanical Garden want to "*ramping danpadatkarya*" organization with increase the status of Echelon (Echelon IIIB to Echelon IIIA) and the addition of 2 Echelon for Echelon IV, but the problem was too small notch Exsitu Conservation Section (Echelon IV), which is now the indicator works so large, therefore there is need for additional organizational restructuring program section to accommodate the results of the study researchers. And on improving the Echelon IIB to Echelon IIIA in the development of Echelon deemed unnecessary reorganization but by sharpening the role of the existing position to support the Bureaucratic Reform.

In efforts to increase both organizational arrangement is to do with the output of research groups formed three groups of researchers consisting of conservation, domestication and reintroduction by evaluating existing human resources in research groups, duties and functions of research, dispart expertise of researchers and re-group research.

b. Management

One of the goals of bureaucratic reform by Asmawi (2010, p.140) in point (a) is a realignment of institutional/organizational, human resources and management personnel (management) government with the right size (right sizing) in accordance with the purpose, urgency, vision, and the mission ministries / agencies / local government. In the governance program, targets the availability governance system that can support the implementation of the tasks and functions of the Purwodadi Botanical Garden LIPI well. To achieve these targets, there are three action plans to be implemented, namely the preparation of Standard Operating

Procedure (SOP) implementation of the tasks and functions of the Purwodadi Botanical Garden, integrated administrative information system development (internal / intranet).

c. Human Resources

According Hasibuan (2006, p.9) that one element of management is man. Therefore the key to the success of the success of an organization is a good Human Resources. In support of the implementation in realizing the performance in Purwodadi Botanical Garden as research institutions and conservation competent, it is necessary to improve human resource plan. Three plans in order to improve human resource capabilities that the revised of job analysis, competency mapping of employees, human resource recruitment of researchers, technicians and administration, improved education and training of human resources.

d. Controlling

There are two plans set out in the controlling process at the Purwodadi Botanical Garden is the Government Internal Control System Implementation (SPIP) is useful to examine the use of financial resources and the State Property (BMN) transparently, accountably, efficiently and effectively. Then the second plan is the implementation of reward and punishment system based on performance. But the two planned controlling plan has not been implemented in the year 2012, may be implemented in 2013.

e. Accountability

To achieve accountability, there are three plans that have been set by Purwodadi Botanical Garden that is Report of Occupational Government Accountability (*Laporan Akuntabilitas Kerja Instansi Pemerintah*) and the Annual Report of the Institute

(*Laporan Tahunan Lembaga*), and then the preparation of Key Performance Indicators (*Indikator Kinerja Utama*). The third report was made prior to the bureaucratic reform, but it is necessary to continue to occur continuously accountable organization..

f. Public Service

According to Dror's opinion quoted in the book Zauhar (1996, p.14) argues that the purpose of the administrative reform related to the points a, which states that it is "*menyesuaikan sistem administrasi dan pelayanan masyarakat*" (adjusting to the increasing complaints system administration community). In providing public services in order to serve the Purwodadi Botanical Garden demand for services and correctional science and research well and can be accounted for, then the Purwodadi Botanical Garden make requests SOP data and information and the page-making indicators that provide data on indicators. But until this time, creation SOP Public Service has been implemented in the revision stage and it will be implemented after socialization and implementation.

In terms of providing excellent service to the community, improvement of facilities and infrastructure continue to be sought each year, both the physical and non-physical. Physical facilities include gardens, buildings, and other facilities in the garden. Non-physical means of information, education and other services

g. Mindset and Work Culture Apparatus

Change of mindset and work culture apparatus done by increasing motivation and workplace culture, building and developing a learning organization, developing a culture of service,

innovation and continuous quality improvement, developing a research culture that emphasizes quality, develop a research direction that focuses on the framework of the priority programs of the institution, strengthen the corporate spirit and a sense of camaraderie among employees. This activity aims to foster a more professional work culture, improve the accountability, discipline and motivation of employees, the culture service and stronger innovation and continuous quality improvement, especially in the administration, increasing the number of papers. All implementation of developing a work culture is the responsibility of the Plant Conservation Unit of the Purwodadi Botanical Garden supported by the entire community in it.

4) Valuation Road Map and Realization/Evaluation of Bureaucratic Reform

The realization of this bureaucratic reform was made on October 29, 2012, made after about a year of manufacture of Bureaucratic Reform Road Map. Realization of bureaucratic reform was undertaken by the Design and Change Management Team according to the controlling by the Quality Assurance Team and approved by the Head of Units acting as Project Management in Bureaucratic Reform Team.

Furthermore, the realization of which is the evaluation of the implementation of the Bureaucratic Reforms was given to the center of the Bogor Botanical Garden with 2 others the Botanical Gardens that Bali Botanical Garden and Cibodas Botanical Garden that given to LIPI. Furthermore, by LIPI evaluated and given a summons to clarify whether bureaucratic reforms outlined in the realization

of the reform has been implemented or not.

5) Submission of Remuneration Document

In leading remuneration Purwodadi Botanical Garden should ask some supplementary documents to determine the magnitude of the performance of the document will be accepted. These documents include job analysis, which is one document to propose remuneration. After describe the job analysis so get the class position is a form or output from job analysis. Class position or a number that indicates the grade level to how much the job will get the remuneration. Class position measured by the points in the job analysis. The amount of rupiahs received by each class value position in the same LIPI. But giving employee performance benefits (remuneration) is given along with an increase in bureaucratic reform carried out by Purwodadi Botanical Garden.

Employee attendance data is also important in the success implementation of bureaucratic reform and remuneration. In the implementation of bureaucratic reforms, employee attendance data serves as one of the results of employee discipline. In remuneration, employee attendance data serve as the monitoring of employee discipline and attendance data to determine if the reduction in their many employees showed up for work. Employee attendance data created by Employee Division made calculated every 1 month.

d. Supporting Factors and Inhibiting Factors

a. Supporting Factors

- 1) Good bureaucratic reform team performance and participation of employment

The performance of bureaucratic reform team are necessary for an organization or a whole set of all employees in Purwodadi Botanical Garden Unit. If the performance of the team has been good Reforms will automatically expedite the process of setting employee performance benefits. Given that setting measurable performance benefits from the success of the reform process bureaucratic and success of an organization whether big or small is not solely determined by the natural resources available, but is largely determined by the quality of human resources that contribute to plan, implement and control organization concerned. Beside that, the participation of all components of the employees at the Purwodadi Botanical Garden Unit also determine the success of the bureaucratic reform that impact on remuneration.

2) The demands of government and society to be good bureaucracy

In accordance with the opinion of Werther and Davis (1996, p.500) who said that the purpose of the remuneration system is to help organizations achieve success of organizational strategy and ensure the internal and external equity In the Purwodadi Botanical Garden Unit, the remuneration policy based on performance employee used as spirit by the employees at the institution to carry out their duties and functions better.

b. Inhibiting Factors

1) Level of heterogeneous understanding

Understanding heterogeneous of employee means an imbalance in the employee

mindset. In the Plant Conservation Unit of the Purwodadi Botanical Garden, there are a number of employees who already understand the effect that the remuneration is received after the reform of the bureaucracy, some are not yet fully understand the effect that the remuneration is received after the reform of the bureaucracy, there is also new to understand what it remuneration and bureaucratic reform. Things like this is a barrier to the implementation of the reform of the bureaucracy and the preparation of remuneration.

2) Low Mindset

Most the mindset of the employees in the Purwodadi Botanical. It is influenced by such levels of strata. Level strata is the level of education that aids understanding employee mindset. In accordance with the interviewing was done by researcher with one of employee who does not know what it is remuneration or bureaucratic reform. The mindset of employees who do not understand exactly what bureaucratic, so that employees know only remuneration, without understanding the remuneration is a 'gift' given after the employee or the agency to reform the bureaucracy.

3) Low information from LIPI to the other below units

For the implementation of bureaucratic reform affect remuneration often a delay of the information submitted by the LIPI Reforms Team to the Purwodadi Botanical Gardens. This resulted in the implementation of the tasks that are not maximal. For example

to made Employment Performance Objective (*Sasaran Kinerja Pegawai*), the delivery from Bureaucratic Reform LIPI has been delayed.

Conclusion

Based on the discussion above it can be concluded as follows:

1. Mechanism of preparation remuneration on Purwodadi Botanical Garden Unit have the law framework are Permenpan and Bureaucratic Reform No. 10 of 2011 about Guidelines for Implementation and Change Management and Permenpan and Bureaucratic Reform 15 of 2011 about the Mechanism of Agreement for Implementation Bureaucratic Reform and Benefit Performance For Ministry/Agency.
2. In preparation remuneration, Purwodadi Botanical Garden Unit has Human Resources: Bureaucratic Reform Team (Project Management, Design and Change Management Team, Quality

Assurance Team), Employment Divison, Financial Divison

3. Mechanism of preparation on Purwodadi Botanical Garden Unit towards remuneration consists of: socialization Bureaucratic Reform and remuneration to all employees Purwodadi Botanical Garden Unit, submission Bureaucratic Reform Road Map, the implementation of Bureaucratic Reform Team at 7 area changes, valuation Road Map and Evaluation/Realisation of Bureaucratic Reform, submission of supporting documents remuneration (Job Grading).
4. Supporting factors of remuneration preparation at Purwodadi Botanical Garden: Bureaucracy Reform Team Performance is good and participation of all employees, the demands of the government bureaucracy and the public to be better bureaucracy, increase employee performance.
5. Inhibiting factors of remuneration preparation at Purwodadi Botanical Garden: level of heterogeneous understanding employee, low employee mindset, and lack of information LIPI to satker below.

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