SISTEM ADMINISTRASI KEPEGAWAIAN

Materi Administrasi Kepegawaian Negara disiapkan oleh Lina Miftahul Jannah
Ada tiga sistem kepegawaian:

- The Integrated Personnel System
- The Separated Personnel System
- The Unified Personnel System
Personnel of the local bodies and those of the state government form a part of the same service. All or some categories of personnel of the local bodies may be drawn from this service. The local civil service is absorbed into the state civil service. The state government can transfer them from the urban body to other departments.

In the ‘integrated’ system the personnel are transferred between national, state and municipal governments.

An integrated service covering both national/state governments and municipal government is based on merit principles. Its distinctive feature is vertical as well as horizontal transferability of personnel.
ADVANTAGES OF INTEGRATED PERSONNEL SYSTEM [1]

Ensures the same salaries, conditions of service, and retirement benefits for civil servants regardless of the level of service.

It permits the most extensive area basis for recruitment.

It provides the widest possible career opportunities in public service.

Can estimate the national manpower is needed and the organization of educational and training programs to meet them.
ADVANTAGES OF INTEGRATED PERSONNEL SYSTEM [2]

Facilitates the optimal use of trained personnel and permits the use of centralized personnel service and uniformity in personnel rules and practices to the extent advisable.

Facilitates the decentralization of development functions and thereby increases the participation of the people in the administration of those functions.

Gives the central government a greater stake in the improvement of living conditions in small towns and rural areas in order to make life there more attractive to qualified personnel and, incidentally, to other residents as well.

More insulated than in other systems from local politics and personal pressures, although they may be less responsive to local elected bodies.
DISADVANTAGES OF INTEGRATED PERSONNEL SYSTEM [1]

The staff may not be as responsive as they should be to the local council.

The most capable staff are likely to be promoted to higher level of government just when they acquire the experience needed to deal effectively with complex local government problems.

The integrated personnel system is geared to meet the central government needs; as a consequence, the distinctive elements of local government personnel management, including.

The danger of excessive centralization of authority with its resultant delays and lack of adaptation to local needs would be ever present.

There is a danger of paternalism, and even authoritarianism, in relationship between municipal government and the staff belonging to the integrated service.
Each local authority has the power to appoint its own personnel. Such personnel are administered and controlled by the local authority and are not transferable to any other unit.

In `separate’ personnel system municipalities are empowered and responsible for recruitment and maintenance of their own personnel.
ADVANTAGES OF SEPARATED PERSONNEL SYSTEM

Ensure the loyalty and effective performance of their employees

Employees are likely to know the local conditions better and develop more interest in community affairs

Since the local authority has control over its entire staff, the problem of different status for different categories of staff doesn’t exist

The opportunities for continuous employment may induce some of the talented young persons to seek a career in the service of the local municipal government

Relatively economical because the compensations for some municipal employees need to be competitive only with other opportunities for employment in the local economy

‘self-government' by allowing local authorities to exercise power in an important field, i.e., recruitment and management of its own manpower resources
Local authorities may not be able to fulfill all the requisites of a good personnel system. The catchment area for recruitment and the ability to pay are both restricted in respect of particular municipalities.

Restricts opportunities for promotion, especially for higher-level officers.

Spend their entire working life in the locality, local vested interests are likely to influence their performance. The officers are likely to develop some kind of personal allegiance to particular local political leaders or group interests.
THE UNIFIED PERSONNEL SYSTEM

All or some local bodies form a single career service for the entire state, from which officers and other employees are posted in various units and also transferable within the state. The service is administered by the state government.

Certain categories of personnel constitute a statewide municipal cadre raised and controlled by the state government.

Involves an area basis for recruitment as wide as the area covered by the unified service. Under unified personnel system, objective criteria and methods are to be applied in recruitment, appointment and promotion.

Transfers are made easy between municipalities. The staffs are protected against arbitrary disciplinary measures adopted by the local authority.
ADVANTAGES OF UNIFIED PERSONNEL SYSTEM [1]

It may facilitate the creation of a statewide career service founded on the merit principle.

It may enable municipalities, especially the smaller ones; to obtain the services of more qualified persons than would be attracted to them under a separate system.

It may prevent, or greatly lessen, nepotism and favouritism in appointment, promotion and other personnel matters.
ADVANTAGES OF UNIFIED PERSONNEL SYSTEM [2]

It involves a certain degree of centralised control over municipal personnel matters but also provides for delegation of personnel functions to municipal authorities to the maximum extent practicable and may thus facilitate the devolution of development functions to local authorities.

Responsiveness of employees to local councils may be a problem at the initial stage, but those who make local government service a life-time career are more likely to develop skills and attitudes conducive to sound relationship with their council.

Despite the problems connected with it, a unified service nevertheless provides a more rational basis than may otherwise be possible for dealing with the municipal government staffing problems.
DISADVANTAGES OF UNIFIED PERSONNEL SYSTEM [1]

It does not solve all the personnel problems of local authorities. In fact, some new problems may arise because of the need for trained staff.

New problems arise in relationship between employees who belong to the unified service and those who do not.

Some of the old staffing problems may persist: (e.g., shortage of staff, particularly at the middle and higher levels due to continued disparities in salary levels between the municipal service and the state service; and lack of promotion opportunities for higher-level officers.)
Problem of inadequate funds for training may be aggravated where municipal councils are expected to pay for the training of staff in the unified service.

Political interference in personnel matters continues to exist, at least at the district or state levels.

There are possibilities of conflict between the unified service agency and municipal councils.

A unified service may also raise special problems in training.
TRANSFORMASI SISTEM KEBIJAKAN DAN MANAGEMENT APARATUR SIPIL NEGARA
(EKO PRASOJO, 13 JANUARI 2013)

2013
Closed Career System
Administrasi Kepegawaian

2018
Open Career System
Manajemen SDM

2025
Open System
Pengembangan potensi Human Capital
Pembangunan SDM Aparatur Negara

2012

Aparatur Sipil Negara

ASN RI memiliki kekuatan dan kemampuan terbatas karena asas merit tidak dilaksanaakan secara efektif dalam manajemen SDM ASN, integritas rendah, pengembangan kapasitas tidak dilaksanakan, kesejahteraan rendah dan tidak berkeadilan.

2025

Aparatur Sipil Negara

ASN RI memiliki kekuatan dan kemampuan profesional kelas dunia, berintegritas tinggi, non-parsial dalam melaksana-kan tugas, berbudaya kinerja tinggi, dan kesejahteraan tinggi.
Total PNS: 4.362.805

- Laki-laki: 2.260.608 (51,82%)
- Perempuan: 2.102.197 (48,18%)

Komposisi Jabatan:

- Fungsional Umum: 1.749.085 (40,09%)
- Fungsional Tertentu: 2.335.975 (53,54%)
- Struktural: 277.745 (6,37%)

Instansi

- Pemda: 2.795.700
- Kementerian: 737.023
- Komisi/LPND: 74.709

Pegawai Non Sipil

- TNI: 470.000
- Polri: 413.509
- BUMN: 585.735
<table>
<thead>
<tr>
<th>No.</th>
<th>Negara</th>
<th>Rasio</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Myanmar</td>
<td>0,7</td>
</tr>
<tr>
<td>2</td>
<td>Kamboja</td>
<td>1,2</td>
</tr>
<tr>
<td>3</td>
<td>Laos</td>
<td>1,8</td>
</tr>
<tr>
<td>4</td>
<td>Thailand</td>
<td>1,9</td>
</tr>
<tr>
<td>5</td>
<td>Indonesia</td>
<td>1,9</td>
</tr>
<tr>
<td>6</td>
<td>Vietnam</td>
<td>2,1</td>
</tr>
<tr>
<td>7</td>
<td>Singapura</td>
<td>2,5</td>
</tr>
<tr>
<td>8</td>
<td>Philipina</td>
<td>2,9</td>
</tr>
<tr>
<td>9</td>
<td>Malaysia</td>
<td>3,7</td>
</tr>
<tr>
<td>10</td>
<td>Brunai Darussalam</td>
<td>11,4</td>
</tr>
</tbody>
</table>
KONDISI KEPEGAWAIAN DI INDONESIA SAAT INI

Aparatur Negara

Aparatur Sipil Negara

PNS (Pegawai Negeri Sipil) 2,5 juta

PPPK (Pegawai Pemerintah dengan Perjanjian Kerja) 2,5 juta

TNI

POLRI