



Struktur dan Skala Gaji

(Konsep, Implementasi, Implikasi)



Biro SDM
Jakarta, 27 Oktober 2025

Talent Trends 2025



Top 5 factors professionals consider most important when thinking about work



THE FIVE QUESTIONS TALENT ARE ASKING THIS YEAR:

“Can you meet my salary and career expectations?”

“Is your work arrangement policy likely to change this year?”

“Do you have clear guidance on using GenAI?”

“Is your company culture built around trust and transparency?”

“What’s your approach to inclusivity?”

Source: Michael Page, Talent Trends 2025 Report -Indonesia

STRUKTUR GAJI

CIPD:

“A pay structure is a collection of grades, levels, or bands linking related jobs within a hierarchy or series. It provides a framework to implement reward strategies and policies.”

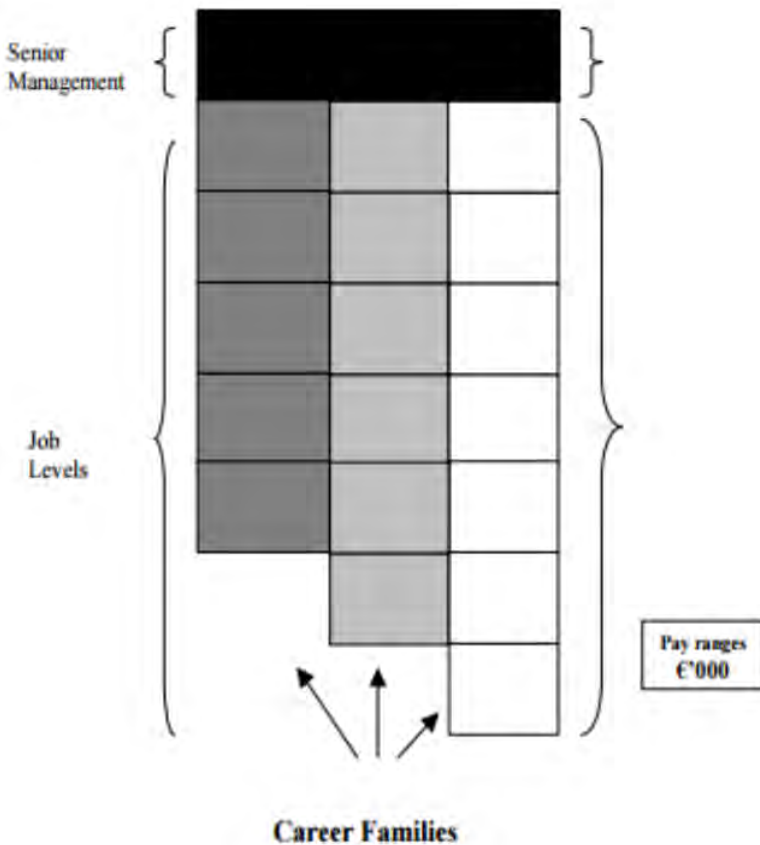
Permenaker 1/2017:

“Susunan tingkat upah dari yang terendah sampai dengan yang tertinggi atau dari yang tertinggi sampai dengan yang terendah.”

A Pay Structure is designed to:

- *Align the reward strategy with an employer's mission, vision, purpose, culture, and its business strategy, by encouraging required behaviours and performance.*
- *Bring order and clarity in managing pay rises and career development.*
- *Help ensure fairness and lawfulness, for example by avoiding pay discrimination.*

Career & Job Family



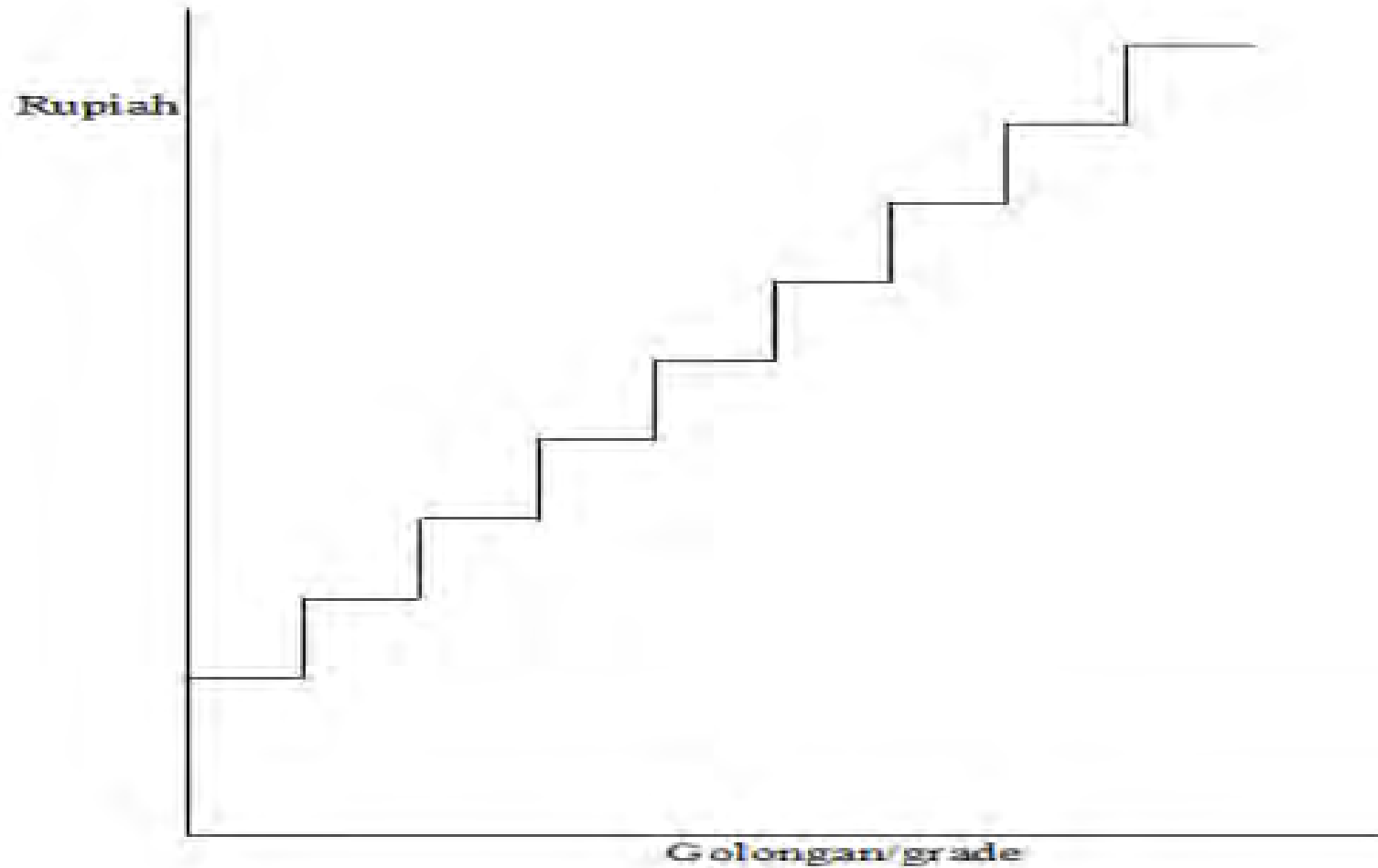
Chief Executive Officer (CEO)							
Corporate Vice Presidents							
Division Presidents							
Division Vice Presidents							
VI – Director, Customer Service	VI – Director, Finance	VI –Director, HR	VI – Director, IT	VI – Director, Operations/ Director	VI – Director, Engineering	VI – Regional Sales Manager or Sr. Sales/ Marketing Mgr.	
V – Natl. Cust. Service Manager	V – Sr. Finance Manager/Division Controller	V – Sr. HR Manager	V – Sr. IT Mgr.	V – Sr. Plant Manager/ Sr. Manager	V – Sr. Engineering Manager	V - Regional Systems Mgr., Sales/Mktg. Mgr. or BDM	
IV – Area Customer Service Mgr./Mgr.	IV – Finance Mgr.	IV Regional HR Manager	IV – IT Manager	IV – Plant Manager/ Manager	IV – Engineering Manager	IV – Account Manager/ Manager	
III – Customer Service Supv./ Team Leader	III – Plant Controller/Lead Professional	III –HR Manager/ Lead Professional	III – Lead Professional	III – Line Manager/ Lead Professional	III – Lead Engineer	III Supervisor/ Lead Professional	III – Sr. Support Services
II – Sr. Customer Service	II – Sr. Professional	II – Sr. Professional	II – Sr. Professional	II – Supervisor/ Team Leader or Sr. Professional	II – Sr. Engineer	II – Sr. Professional	II – Mid-Level Support Services
I – Customer Service	I - Professional	I – Professional	I – Professional	I – Operations Professional	I – Engineer or Designer/ Draftsman	I – Professional	I – Support Services
Customer Service and Pricing Support	Finance & Accounting	Human Resources*	IT	Operations**	Product/Design Engineering	Sales and Marketing	Support Services
Job Families							

Pay Spines

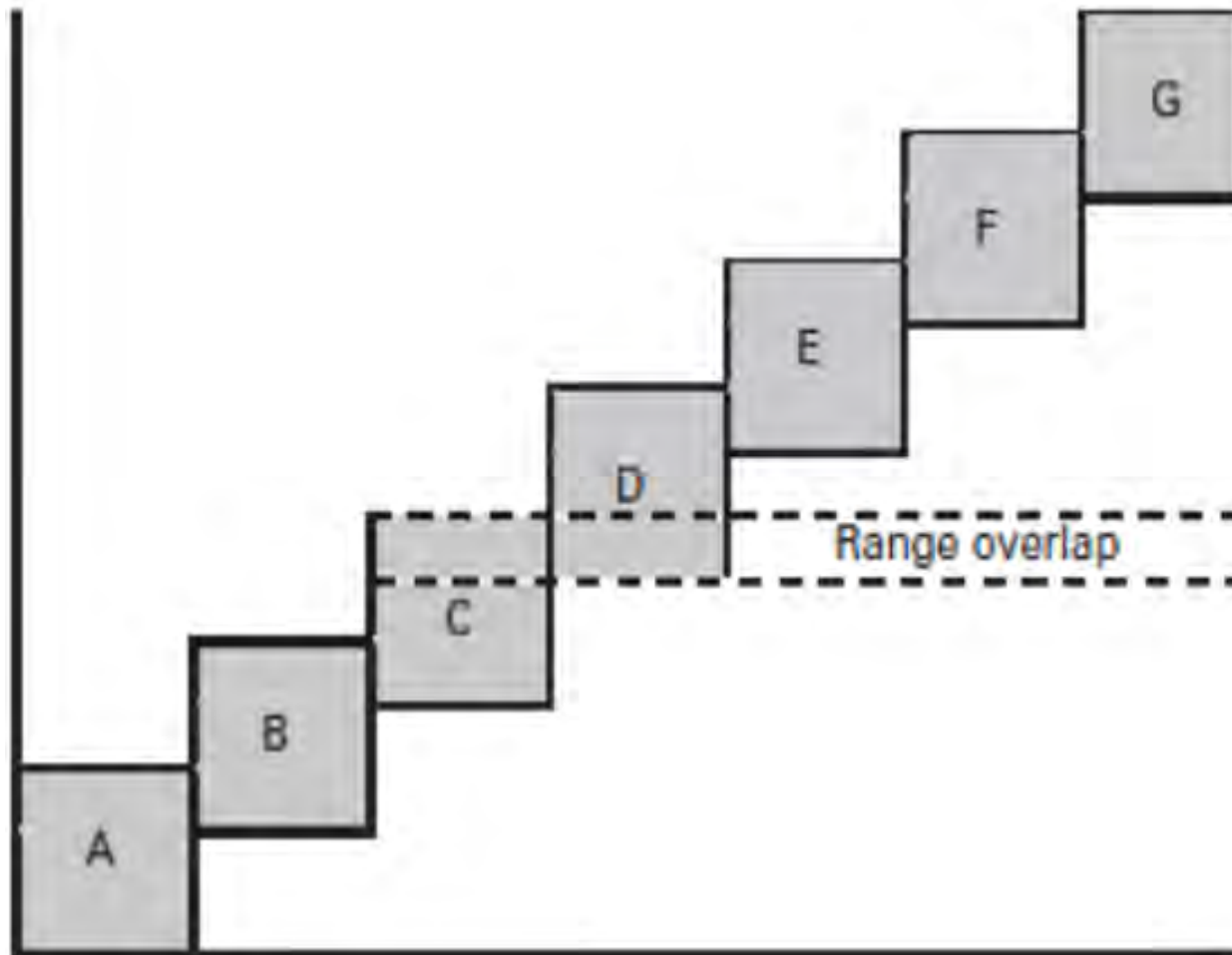


Tahapan (kenaikan karena senioritas, prestasi, dan lain-lain)	Level (promosi)
5↑ 4↑ 3↑ 2↑ 1↑	C
5↑ 4↑ 3↑ 2↑ 1↑	B
5↑ 4↑ 3↑ 2↑ 1↑	A

Single-Rate Pay Grade



Narrow Grades



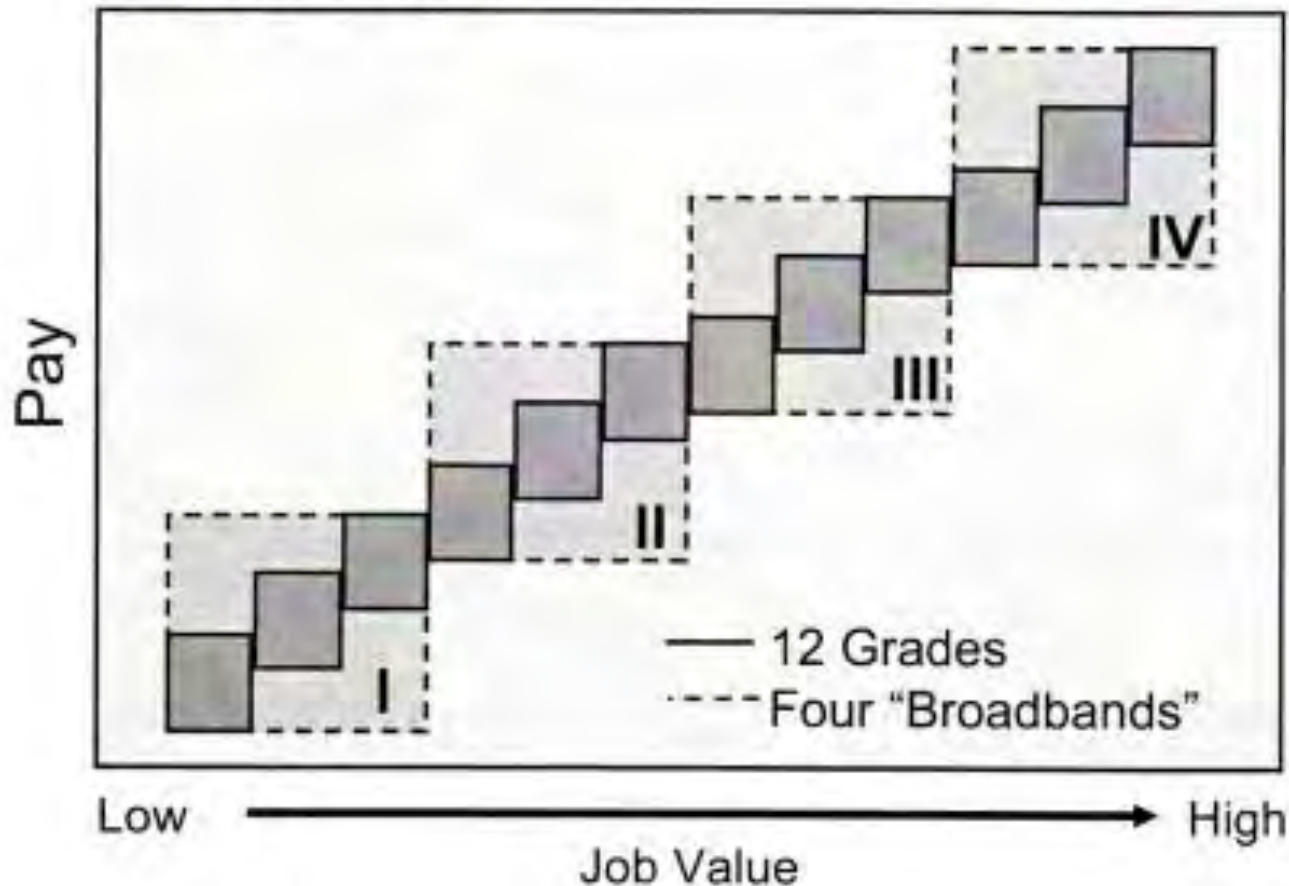
Source: Shields

(2007)

Broad-Graded & BroadBanding



Broadbands



Broadbanding

This uses a small number of pay bands, typically four or five, to allow for greater pay flexibility than narrow-graded structures.

Broad-graded pay structures

Somewhere between narrow grades and broadbands, these usually have between six and nine grades. They can help counter grade drift as there's greater scope for individuals to progress further, without the need for regrading.

Salary Structure & Job Evaluation (Point Factor)



Batasan Nilai	Kelas Jabatan
190-240	1
245-300	2
305-370	3
375-450	4
455-650	5
655-850	6
855-1100	7
1105-1350	8
1355-1600	9
1605-1850	10
1855-2100	11
2105-2350	12
2355-2750	13
2755-3150	14
3155-3600	15
3605-4050	16
4055-ke atas	17

SKALA GAJI

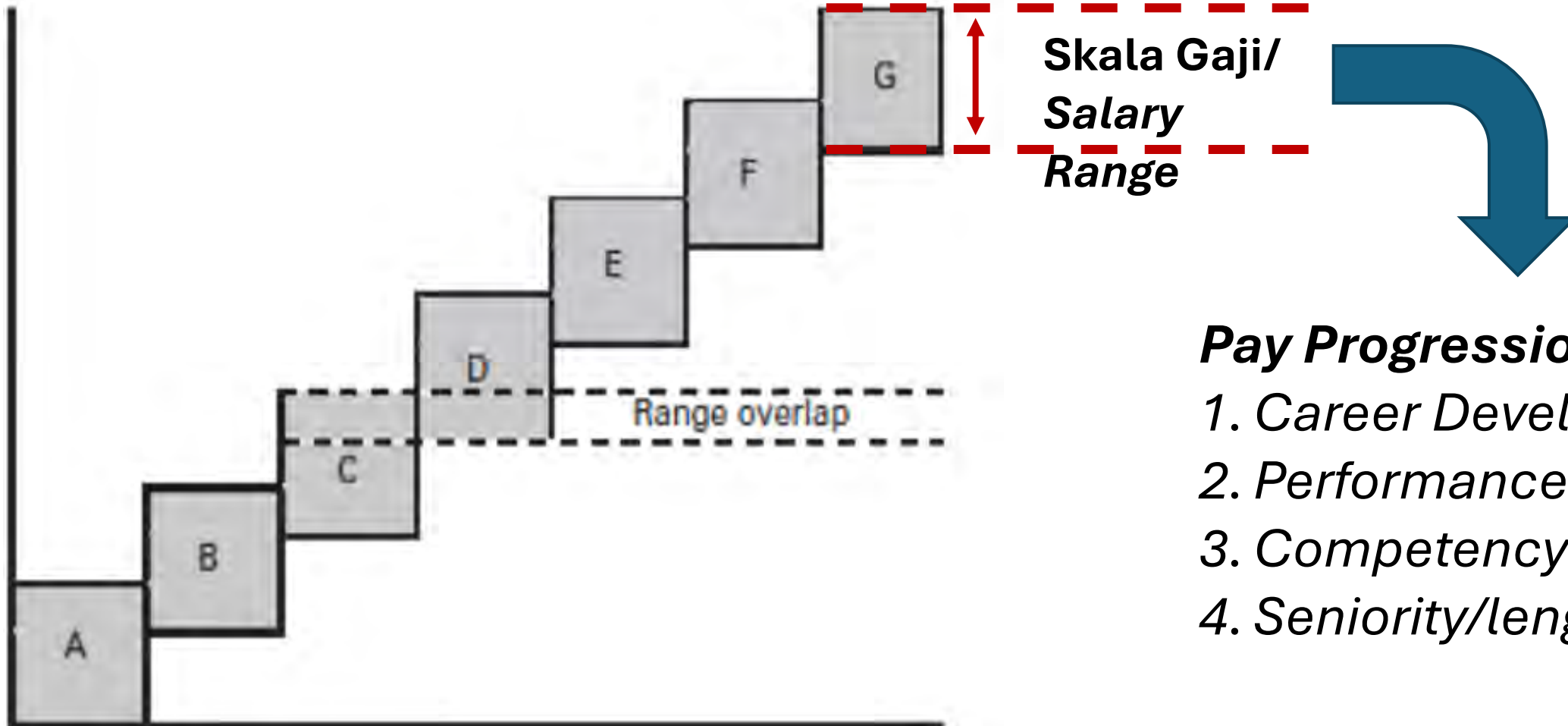
Economic Research Institute:

“Represents the minimum, midpoint, and maximum rates that a business is willing to pay employees performing a job.”

Permenaker 1/2017:

“Kisaran nilai nominal upah dari yang terkecil sampai dengan yang terbesar untuk setiap golongan jabatan.”

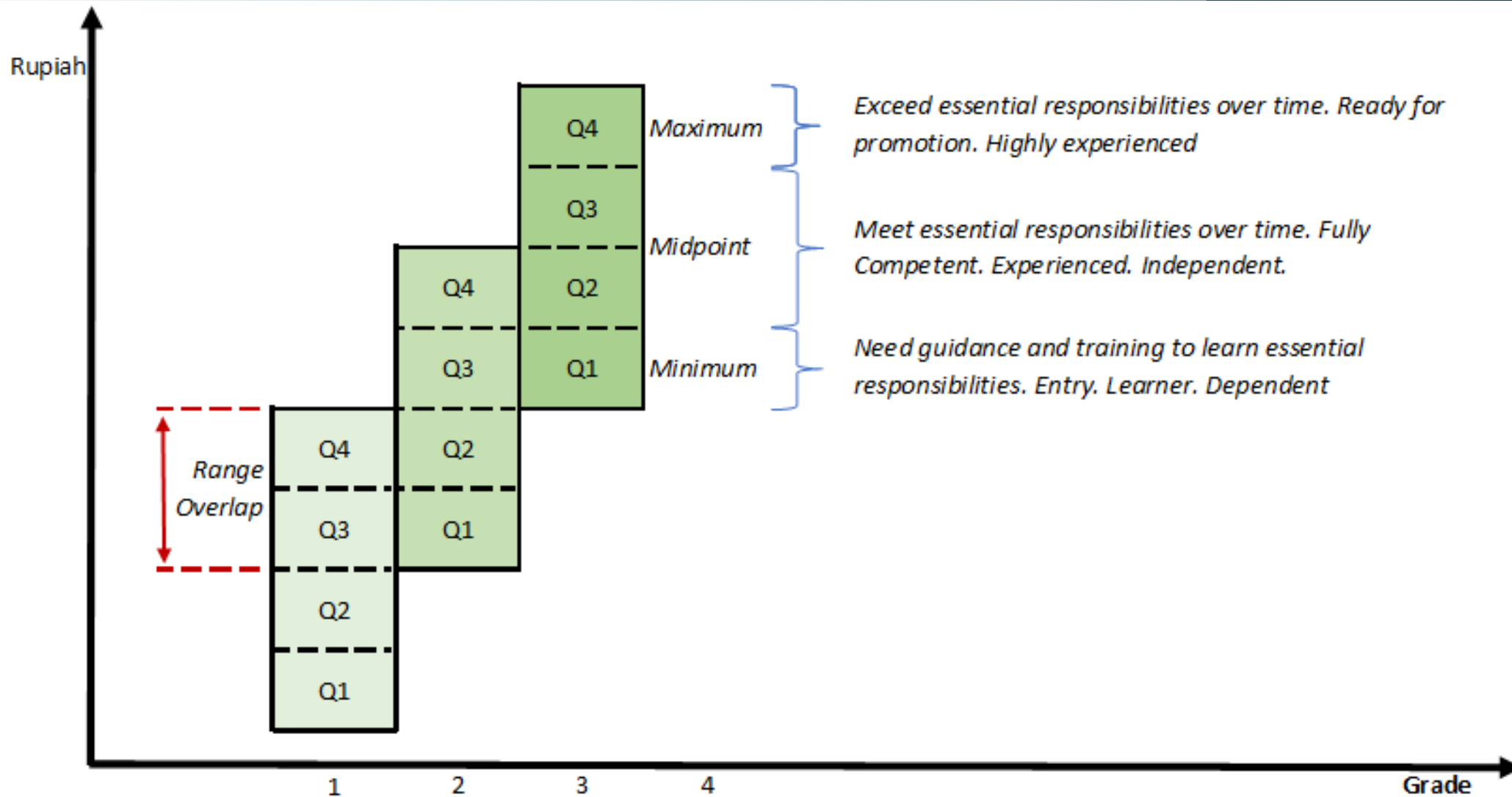
Skala Gaji/*Salary Range*



Pay Progression:

- 1. Career Development*
- 2. Performance Management*
- 3. Competency*
- 4. Seniority/length of service*

Salary Range & Overlapping



Salary Range & Overlapping – Rule of Thumb



Salary Range:

- Administrative/Operative: 20 - 40%
- Professional/Management: 40 - 50%
- Executives: 50-65%

Midpoint Progression:

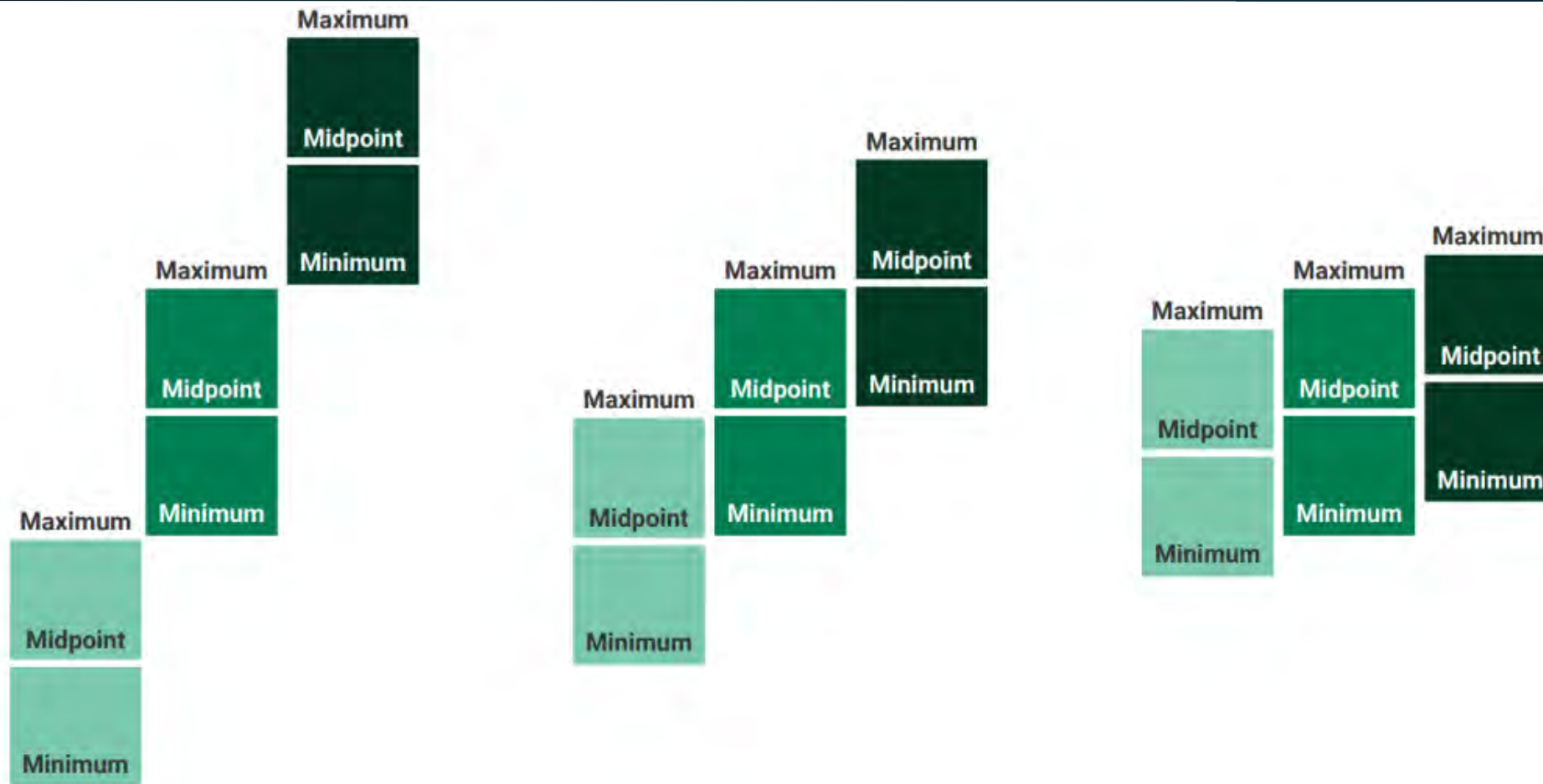
- Administrative/Operative: 5-10%
- Professional/Management: 10-15%
- Executive: 15-20%

Range Overlap:

- Between 50-60%

- *Manageable*
- *Clarity*
- *Fairness*
- *Budget*

Salary Range & Overlapping – Illustration



No Range Overlap

Moderate Overlap

Substantial Overlap

Organizational Fitting



<i>Pay scales and narrow grades</i>	
<i>Strategy</i> <i>Structure</i> <i>Culture</i> <i>Roles</i>	<i>Cost Defender</i> <i>Mechanistic</i> <i>Traditional; unionised</i> <i>Line- and middle-level positions</i>
<i>Broad grades</i>	
<i>Strategy</i> <i>Structure</i> <i>Culture</i> <i>Roles</i>	<i>Quality defender</i> <i>Semi-organic</i> <i>Semi-high involvement; some unionisation</i> <i>Process; technical; maintenance; administrative</i>
<i>Broadbands</i>	
<i>Strategy</i> <i>Structure</i> <i>Culture</i> <i>Roles</i>	<i>Prospector</i> <i>Organic</i> <i>High involvement; non-union</i> <i>Service work; knowledge work; managerial roles</i>

FROM CONCEPT

***TO
IMPLEMENTATION***

Gaji Pokok PNS – PP No 5/2024



donate's design © 2024

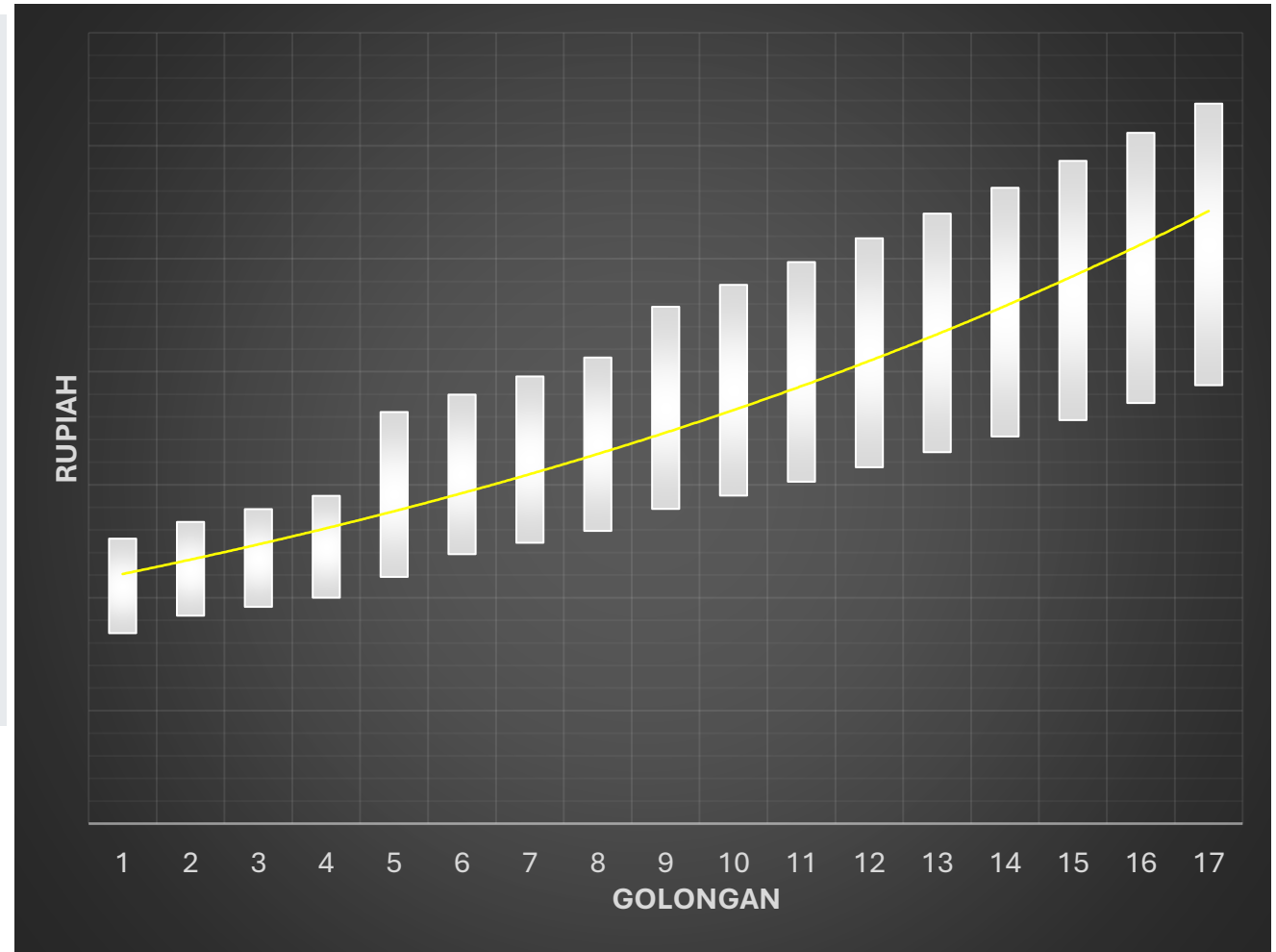
MKG	GOLONGAN I				MKG	GOLONGAN II				MKG	GOLONGAN III				MKG	GOLONGAN IV				
	a	b	c	d		a	b	c	d		a	b	c	d		a	b	c	d	e
0	1.685.700																			
1																				
2	1.738.800																			
3		1.840.800	1.918.700	1.999.900																
4	1.793.500																			
5		1.898.800	1.979.100	2.062.900																
6	1.850.000				0	2.184.000														
7		1.958.600	2.041.500	2.127.800	1	2.218.400														
8	1.908.300				2															
9		2.020.300	2.105.800	2.194.800	3	2.288.200	2.385.000	2.485.900	2.591.100											
10	1.968.400				4															
11		2.083.900	2.172.100	2.264.000	5	2.360.300	2.460.100	2.564.200	2.672.700	0	2.785.700	2.903.600	3.026.400	3.154.400	0	3.287.800	3.426.900	3.571.900	3.723.000	3.880.400
12	2.030.400				6					1					1					
13		2.149.600	2.240.500	2.335.300	7	2.434.600	2.537.600	2.645.000	2.756.800	2	2.873.500	2.985.000	3.121.700	3.253.700	2	3.391.400	3.534.800	3.684.400	3.840.200	4.002.700
14	2.094.300				8					3					3					
15		2.217.300	2.311.100	2.409.800	9	2.511.300	2.617.500	2.728.300	2.843.700	4	2.964.000	3.089.300	3.220.000	3.356.200	4	3.498.200	3.646.200	3.800.400	3.961.200	4.128.700
16	2.160.300				10					5					5					
17		2.287.100	2.393.900	2.484.700	11	2.590.400	2.700.000	2.814.200	2.933.200	6	3.057.300	3.186.600	3.321.400	3.461.900	6	3.608.400	3.761.000	3.920.100	4.085.900	4.258.700
18	2.228.300				12					7					7					
19		2.359.100	2.458.900	2.562.900	13	2.672.000	2.785.000	2.902.800	3.025.600	8	3.153.600	3.287.000	3.426.000	3.571.000	8	3.722.000	3.879.500	4.043.600	4.214.600	4.392.900
20	2.298.500				14					9					9					
21		2.433.400	2.536.400	2.643.700	15	2.756.200	2.872.700	2.994.300	3.120.900	10	3.252.900	3.390.500	3.533.900	3.683.400	10	3.839.200	4.001.600	4.170.900	4.347.300	4.531.200
22	2.370.900				16					11					11					
23		2.510.100	2.616.300	2.725.900	17	2.843.000	2.963.200	3.088.600	3.219.200	12	3.355.400	3.497.300	3.645.200	3.799.400	12	3.960.200	4.127.700	4.302.300	4.484.300	4.673.900
24	2.445.500				18					13					13					
25		2.589.100	2.698.700	2.812.800	19	2.932.500	3.056.500	3.185.800	3.320.600	14	3.481.100	3.607.500	3.760.100	3.919.100	14	4.084.900	4.257.700	4.437.800	4.625.500	4.821.100
26	2.522.600				20					15					15					
27		2.670.700	2.783.700	2.901.400	21	3.024.900	3.152.800	3.286.200	3.425.200	16	3.570.100	3.721.100	3.878.500	4.042.500	16	4.213.500	4.391.800	4.577.500	4.771.200	4.973.000
					22					17					17					
					23	3.120.100	3.252.100	3.389.700	3.533.100	18	3.682.500	3.838.300	4.000.600	4.169.900	18	4.346.200	4.530.100	4.721.700	4.921.400	5.129.600
					24					19					19					
					25	3.218.400	3.354.500	3.496.400	3.644.300	20	3.798.500	3.959.200	4.126.600	4.301.200	20	4.483.100	4.672.800	4.870.400	5.076.400	5.291.200
					26					21					21					
					27	3.319.800	3.460.200	3.606.500	3.759.100	22	3.918.100	4.083.900	4.256.600	4.436.700	22	4.624.300	4.819.900	5.023.800	5.236.300	5.457.800
					28					23					23					
					29	3.424.300	3.569.200	3.720.100	3.877.500	24	4.041.500	4.212.500	4.390.700	4.576.400	24	4.770.000	4.971.700	5.182.000	5.401.200	5.629.700
					30					25					25					
					31	3.532.200	3.681.600	3.837.300	3.999.600	26	4.168.800	4.345.100	4.528.900	4.720.500	26	4.920.200	5.128.300	5.345.200	5.571.400	5.807.000
					32					27					27					
					33	3.643.400	3.797.500	3.958.200	4.125.600	28	4.300.100	4.482.000	4.671.600	4.869.200	28	5.075.200	5.289.800	5.513.600	5.746.800	5.989.900
										29					29					
										30	4.435.500	4.623.200	4.818.700	5.022.500	30	5.235.000	5.456.400	5.687.200	5.927.800	6.178.600
										31					31					
										32	4.575.200	4.768.800	4.970.500	5.180.700	32	5.399.900	5.628.300	5.866.400	6.114.500	6.373.200

Struktur Gaji Pokok PNS Saat Ini



Golongan	Minimum	Midpoint	Maximum	Midpoint Progression	Range	Overlap
I/a	Rp1.685.700	Rp2.104.150	Rp2.522.600		50%	
I/b	Rp1.840.800	Rp2.255.750	Rp2.670.700	7%	45%	82%
I/c	Rp1.918.700	Rp2.351.200	Rp2.783.700	4%	45%	87%
I/d	Rp1.999.900	Rp2.450.650	Rp2.901.400	4%	45%	87%
II/a	Rp2.184.000	Rp2.913.700	Rp3.643.400	19%	67%	49%
II/b	Rp2.385.000	Rp3.091.250	Rp3.797.500	6%	59%	89%
II/c	Rp2.485.900	Rp3.222.050	Rp3.958.200	4%	59%	89%
II/d	Rp2.591.100	Rp3.358.350	Rp4.125.600	4%	59%	89%
III/a	Rp2.785.700	Rp3.680.450	Rp4.575.200	10%	64%	75%
III/b	Rp2.903.600	Rp3.836.200	Rp4.768.800	4%	64%	90%
III/c	Rp3.026.400	Rp3.998.450	Rp4.970.500	4%	64%	90%
III/d	Rp3.154.400	Rp4.167.550	Rp5.180.700	4%	64%	90%
IV/a	Rp3.287.800	Rp4.343.850	Rp5.399.900	4%	64%	90%
IV/b	Rp3.426.900	Rp4.527.600	Rp5.628.300	4%	64%	90%
IV/c	Rp3.571.900	Rp4.719.150	Rp5.866.400	4%	64%	90%
IV/d	Rp3.723.000	Rp4.918.750	Rp6.114.500	4%	64%	90%
IV/e	Rp3.880.400	Rp5.126.800	Rp6.373.200	4%	64%	90%

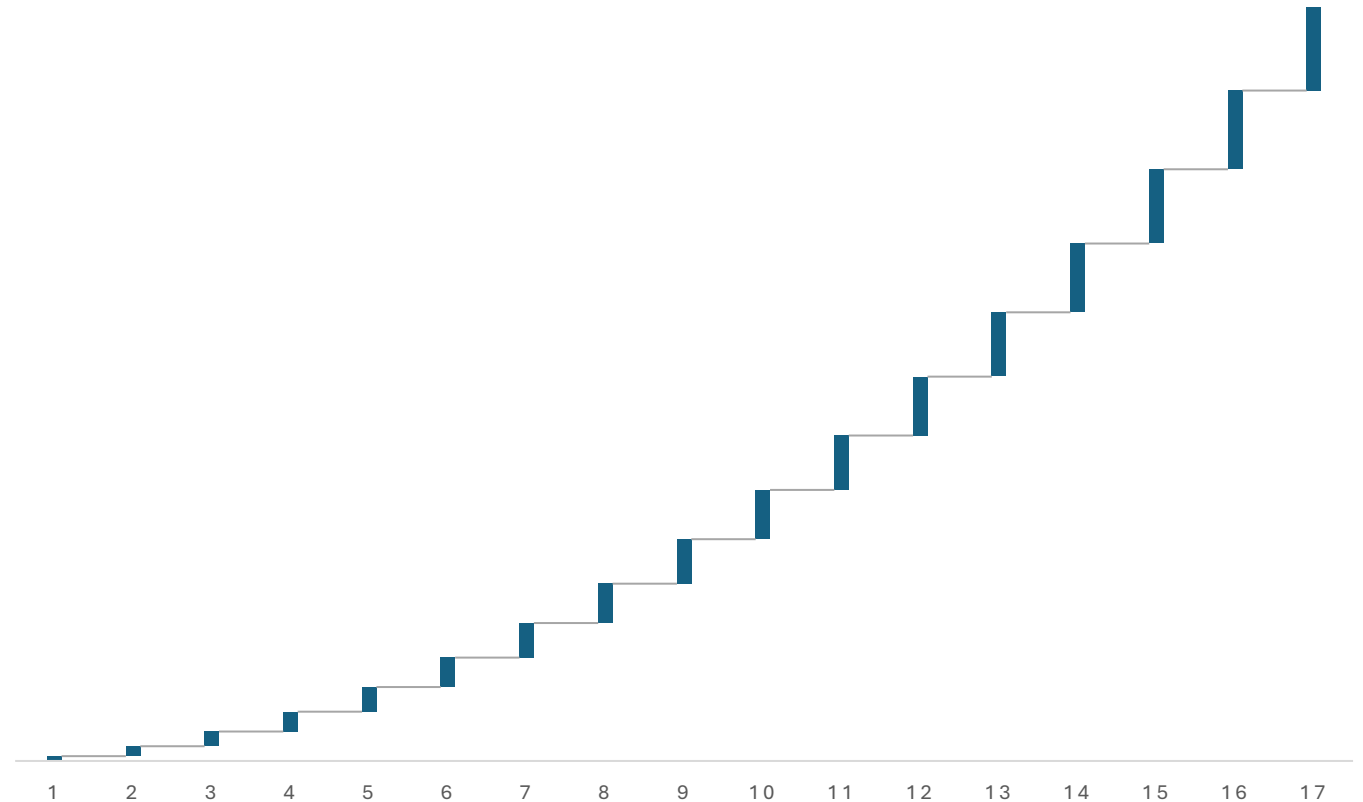
Substantial Overlap



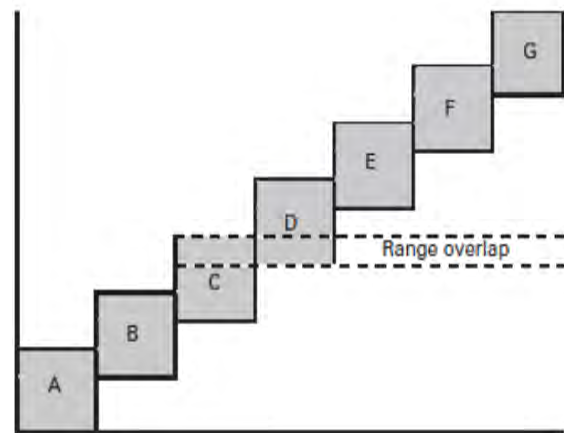
Struktur TPT Saat Ini



Grade	Rate	Progression
1	Rp3.102.000	-
2	Rp3.458.000	11%
3	Rp4.190.000	21%
4	Rp4.495.000	7%
5	Rp4.907.000	9%
6	Rp5.037.000	3%
7	Rp6.943.000	38%
8	Rp8.180.000	18%
9	Rp8.826.000	8%
10	Rp9.606.000	9%
11	Rp10.805.000	12%
12	Rp11.587.000	7%
13	Rp12.370.000	7%
14	Rp13.152.000	6%
15	Rp13.935.000	6%
16	Rp14.717.000	6%
17	Rp15.500.000	5%



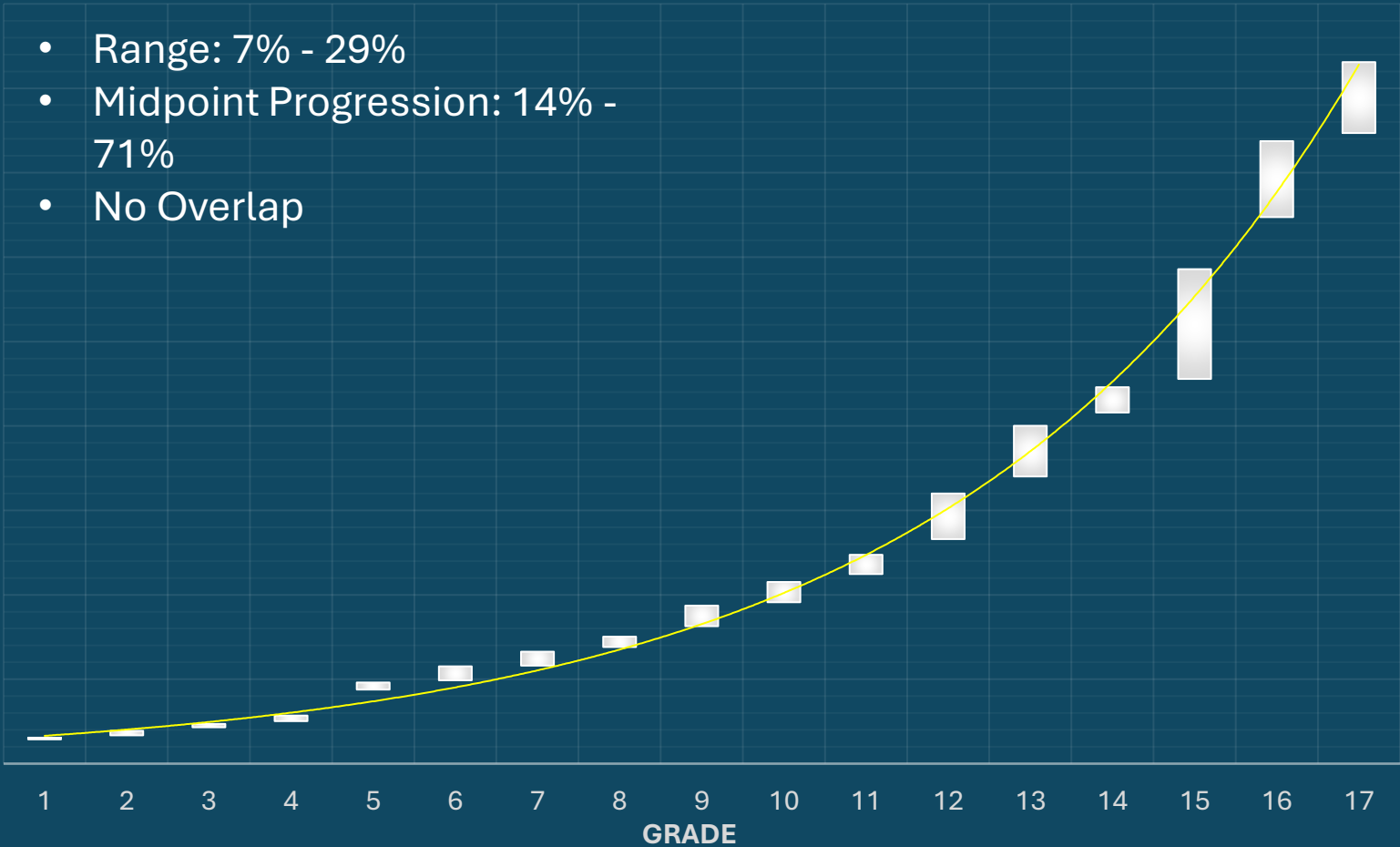
Struktur Tunjangan Kinerja Saat Ini



Tahapan (kenaikan karena senioritas, prestasi, dan lain-lain)	Level (promosi)
5↑ 4↑ 3↑ 2↑ 1↑	C
5↑ 4↑ 3↑ 2↑ 1↑	B
5↑ 4↑ 3↑ 2↑ 1↑	A

- Range: 7% - 29%
- Midpoint Progression: 14% - 71%
- No Overlap

RUPIAH



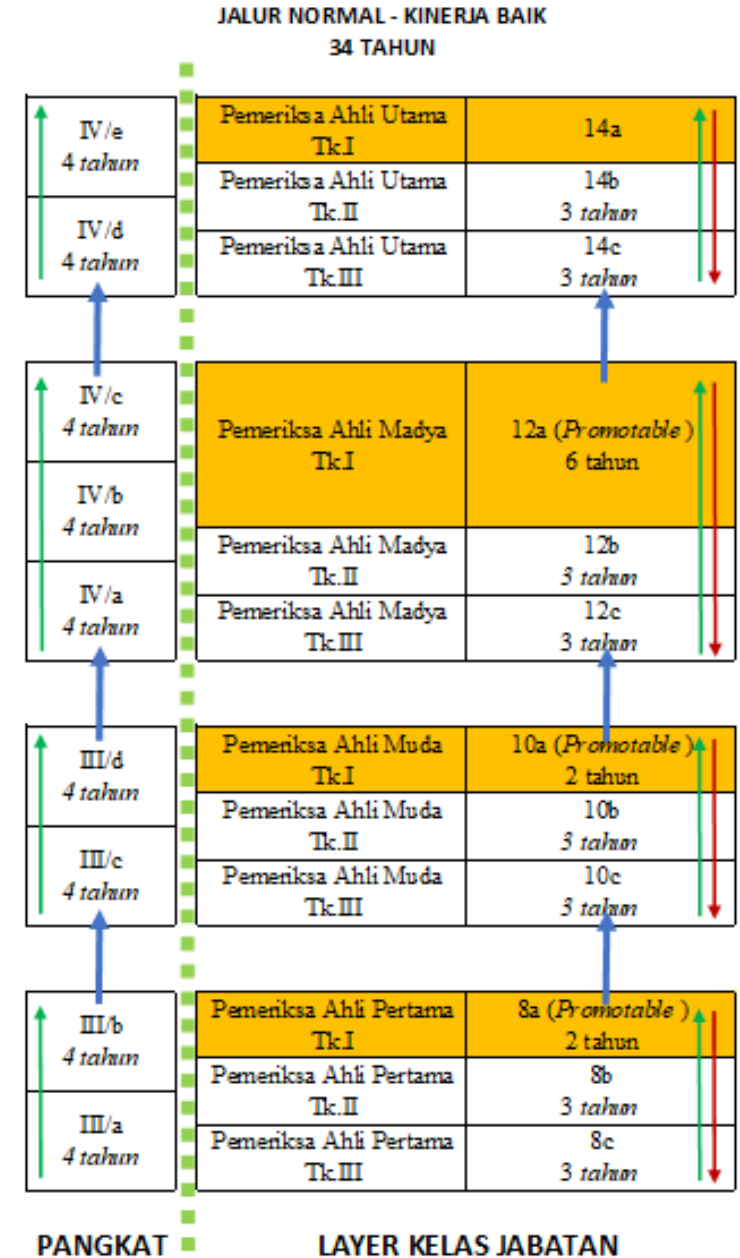
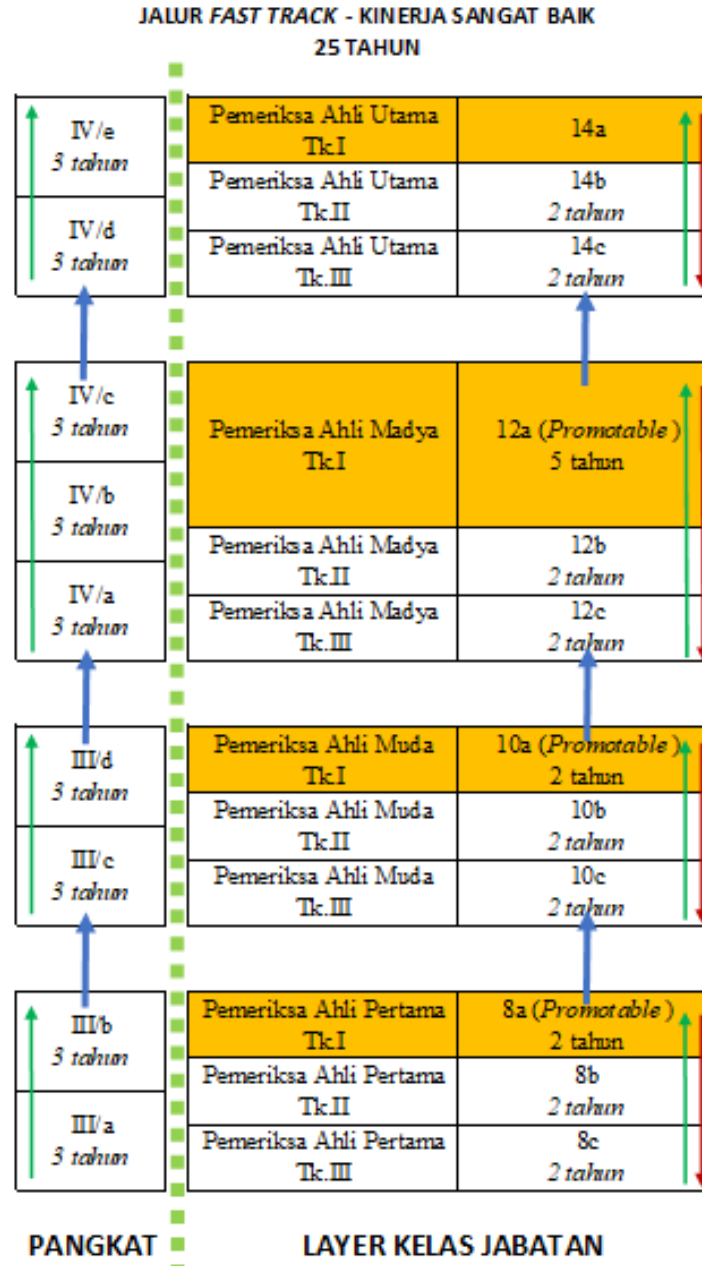
Ilustrasi Keterkaitan Layer Kelas Jabatan dengan Karir Pegawai (Dual Path Pangkat & Layer Jabatan)

Kenaikan Layer Grade:

- 2 tahun berturut-turut Kinerja Sangat Baik
- 3 tahun berturut-turut Kinerja Baik atau 4 kali akumulatif dalam 5 tahun

Penurunan Layer Grade:

- Kinerja di bawah Baik
- Dapat kembali ke layer sebelumnya apabila ada perbaikan kinerja



RE-DESIGN STRUKTUR

TUNJANGAN KINERJA

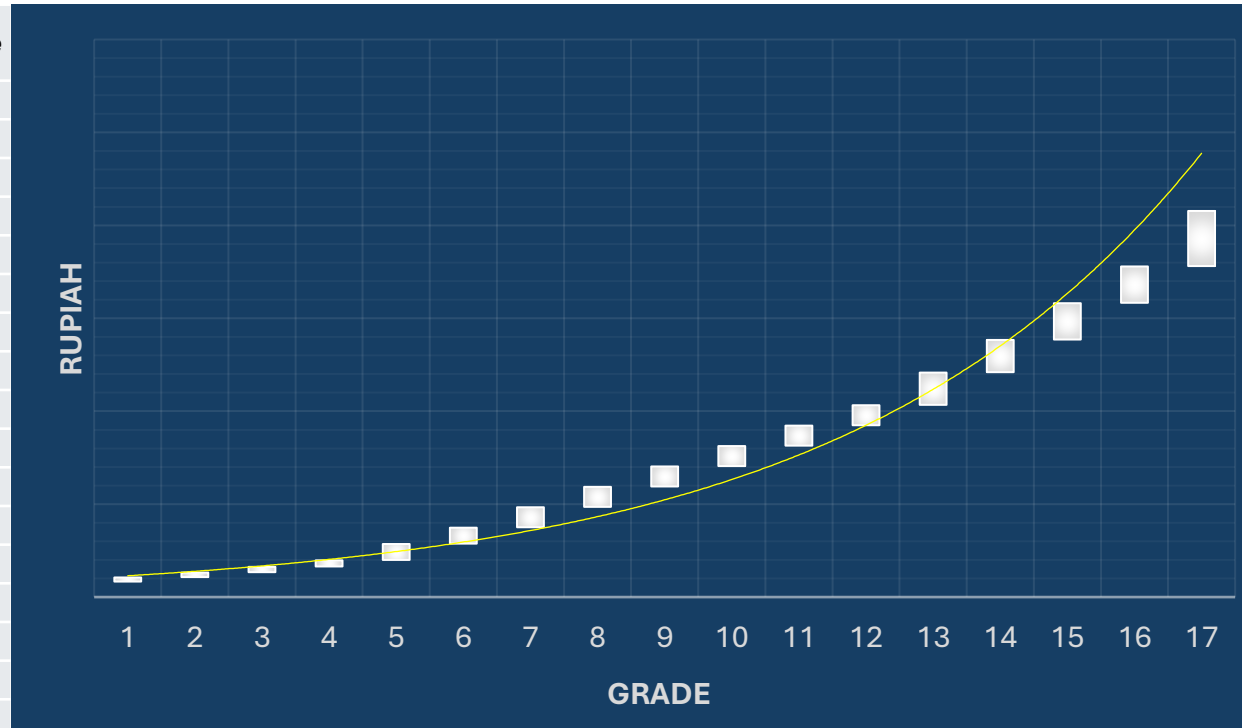
Disclaimer:
Hanya Contoh dan Simulasi
untuk
Proses Pembelajaran

Metode 1 - Basis Poin/Nilai Jabatan, No Overlapping



$$\text{Harga Per Nilai Jabatan} = \frac{\text{Tarif Tertinggi}}{\text{Nilai Jabatan Tertinggi}} = \frac{\text{Rp41.550.000}}{4730} = \text{Rp8.784,36}$$

Nilai Jabatan Min	Nilai Jabatan Max	Grade	Minimum	Midpoint	Maximum	Midpoint Progression	Range
190	240	1	Rp1.669.027	Rp1.888.636	Rp2.108.245	-	26%
245	300	2	Rp2.152.167	Rp2.393.737	Rp2.635.307	27%	22%
305	370	3	Rp2.679.228	Rp2.964.720	Rp3.250.211	24%	21%
375	450	4	Rp3.294.133	Rp3.623.547	Rp3.952.960	22%	20%
455	650	5	Rp3.996.882	Rp4.853.356	Rp5.709.831	34%	43%
655	850	6	Rp5.753.753	Rp6.610.227	Rp7.466.702	36%	30%
855	1100	7	Rp7.510.624	Rp8.586.707	Rp9.662.791	30%	29%
1105	1350	8	Rp9.706.712	Rp10.782.796	Rp11.858.879	26%	22%
1355	1600	9	Rp11.902.801	Rp12.978.885	Rp14.054.968	20%	18%
1605	1850	10	Rp14.098.890	Rp15.174.974	Rp16.251.057	17%	15%
1855	2100	11	Rp16.294.979	Rp17.371.062	Rp18.447.146	14%	13%
2105	2350	12	Rp18.491.068	Rp19.567.151	Rp20.643.235	13%	12%
2355	2750	13	Rp20.687.156	Rp22.422.067	Rp24.156.977	15%	17%
2755	3150	14	Rp24.200.899	Rp25.935.809	Rp27.670.719	16%	14%
3155	3600	15	Rp27.714.641	Rp29.669.160	Rp31.623.679	14%	14%
3605	4050	16	Rp31.667.600	Rp33.622.119	Rp35.576.638	13%	12%
4055	4730	17	Rp35.620.560	Rp38.585.280	Rp41.550.000	15%	17%

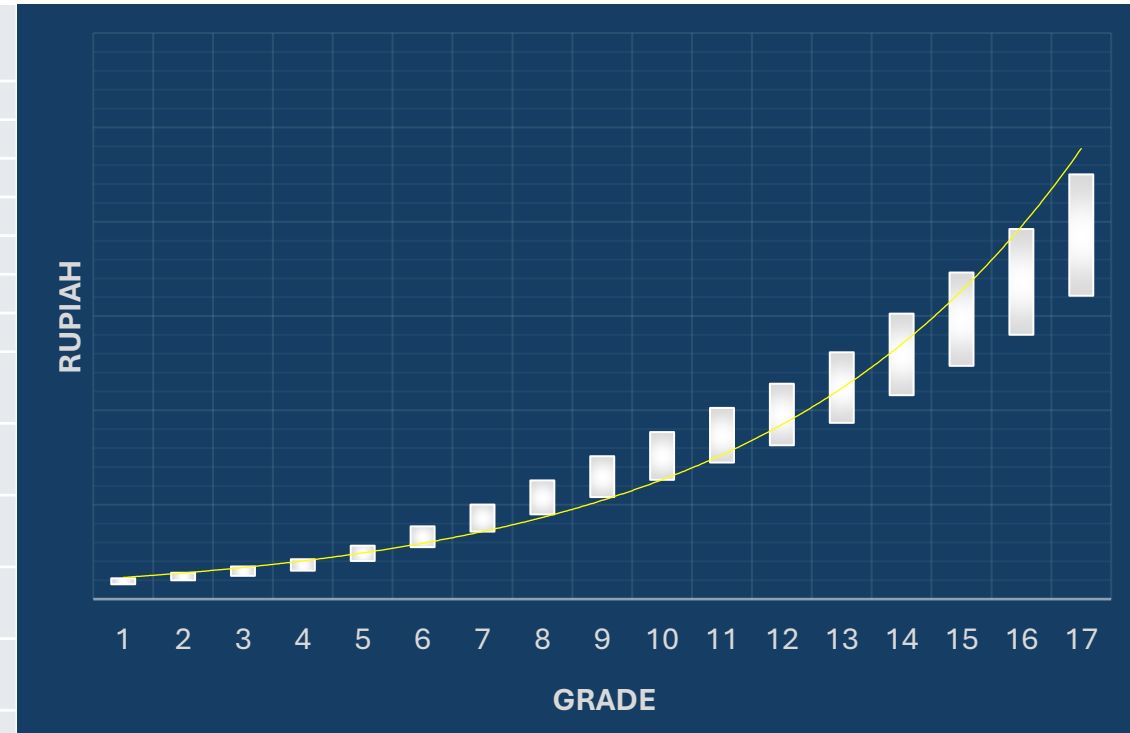


Metode 1 - Menambahkan *Overlapping*



- *Midpoint* diambil dari metode sebelumnya
- Menentukan *Range* yang diinginkan, misalnya 40%

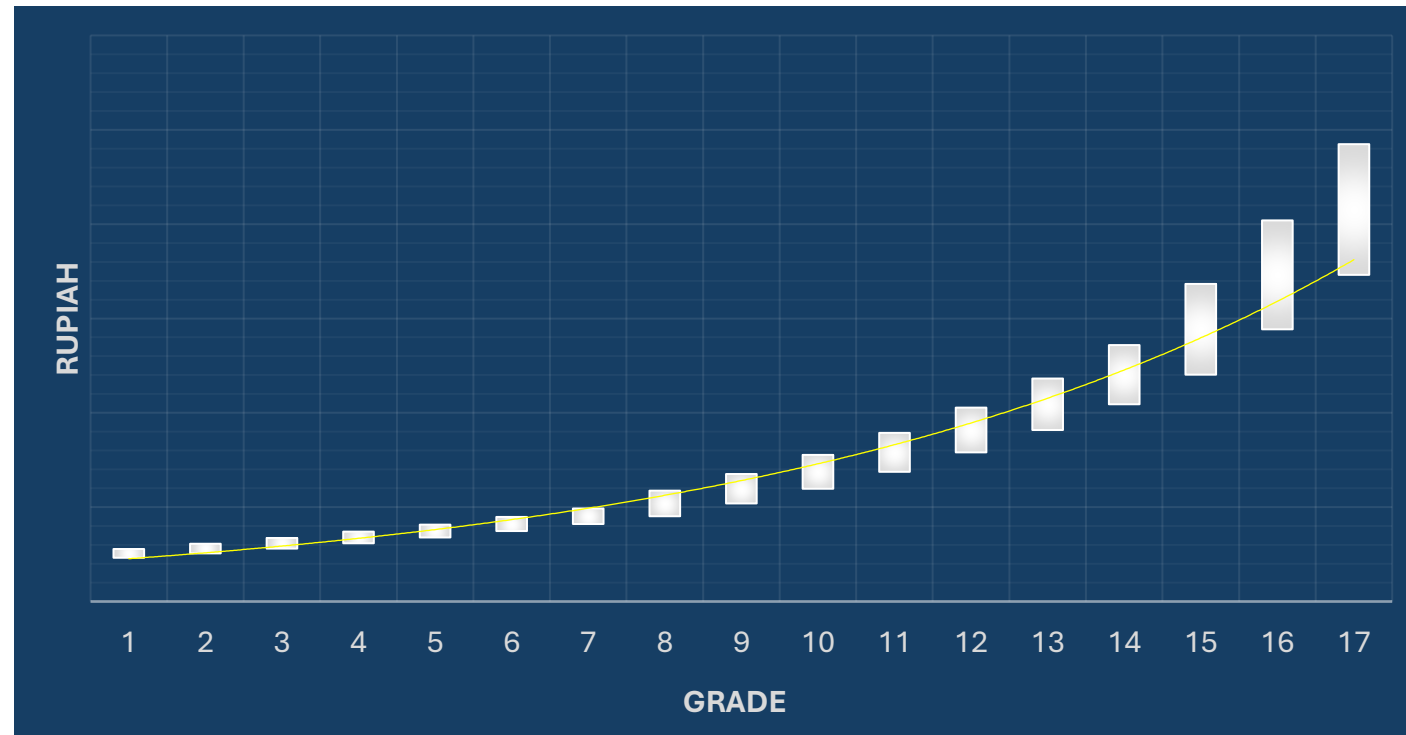
Nilai Jabatan Min	Nilai Jabatan Max	Grade	Minimum	Midpoint	Maximum	Midpoint Progression	Range	Overlap
190	240	1	1.573.864	Rp1.888.636	2.203.409	-	40%	-
245	300	2	1.994.781	Rp2.393.737	2.792.693	27%	40%	26%
305	370	3	2.470.600	Rp2.964.720	3.458.840	24%	40%	33%
375	450	4	3.019.622	Rp3.623.547	4.227.471	22%	40%	36%
455	650	5	4.044.464	Rp4.853.356	5.662.249	34%	40%	11%
655	850	6	5.508.523	Rp6.610.227	7.711.932	36%	40%	7%
855	1100	7	7.155.589	Rp8.586.707	10.017.825	30%	40%	19%
1105	1350	8	8.985.663	Rp10.782.796	12.579.929	26%	40%	29%
1355	1600	9	10.815.737	Rp12.978.885	15.142.032	20%	40%	41%
1605	1850	10	12.645.811	Rp15.174.974	17.704.136	17%	40%	49%
1855	2100	11	14.475.885	Rp17.371.062	20.266.239	14%	40%	56%
2105	2350	12	16.305.959	Rp19.567.151	22.828.343	13%	40%	61%
2355	2750	13	18.685.055	Rp22.422.067	26.159.078	15%	40%	55%
2755	3150	14	21.613.174	Rp25.935.809	30.258.443	16%	40%	53%
				Rp29.669.16				



Metode 2 - Setting *Midpoint Progression* dan *Range*



Grade	Minimum	Midpoint	Maximum	Midpoint Progression	Range	Overlap
1	Rp4.638.671	Rp5.102.539	Rp5.566.406	-	20%	-
2	Rp5.102.539	Rp5.612.792	Rp6.123.046	10%	20%	45%
3	Rp5.612.792	Rp6.174.072	Rp6.735.351	10%	20%	45%
4	Rp6.174.072	Rp6.791.479	Rp7.408.886	10%	20%	45%
5	Rp6.791.479	Rp7.470.627	Rp8.149.775	10%	20%	45%
6	Rp7.470.627	Rp8.217.689	Rp8.964.752	10%	20%	45%
7	Rp8.217.689	Rp9.039.458	Rp9.861.227	10%	20%	45%
8	Rp9.039.458	Rp10.395.377	Rp11.751.296	15%	30%	30%
9	Rp10.395.377	Rp11.954.684	Rp13.513.990	15%	30%	43%
10	Rp11.954.684	Rp13.747.886	Rp15.541.089	15%	30%	43%
11	Rp13.747.886	Rp15.810.069	Rp17.872.252	15%	30%	43%
12	Rp15.810.069	Rp18.181.580	Rp20.553.090	15%	30%	43%
13	Rp18.181.580	Rp20.908.816	Rp23.636.053	15%	30%	43%
14	Rp20.908.816	Rp24.045.139	Rp27.181.461	15%	30%	43%
15	Rp24.045.139	Rp28.854.167	Rp33.663.194	20%	40%	33%
16	Rp28.854.167	Rp34.625.000	Rp40.395.833	20%	40%	42%
17	Rp34.625.000	Rp41.550.000	Rp48.475.000	20%	40%	42%



IMPLIKASI

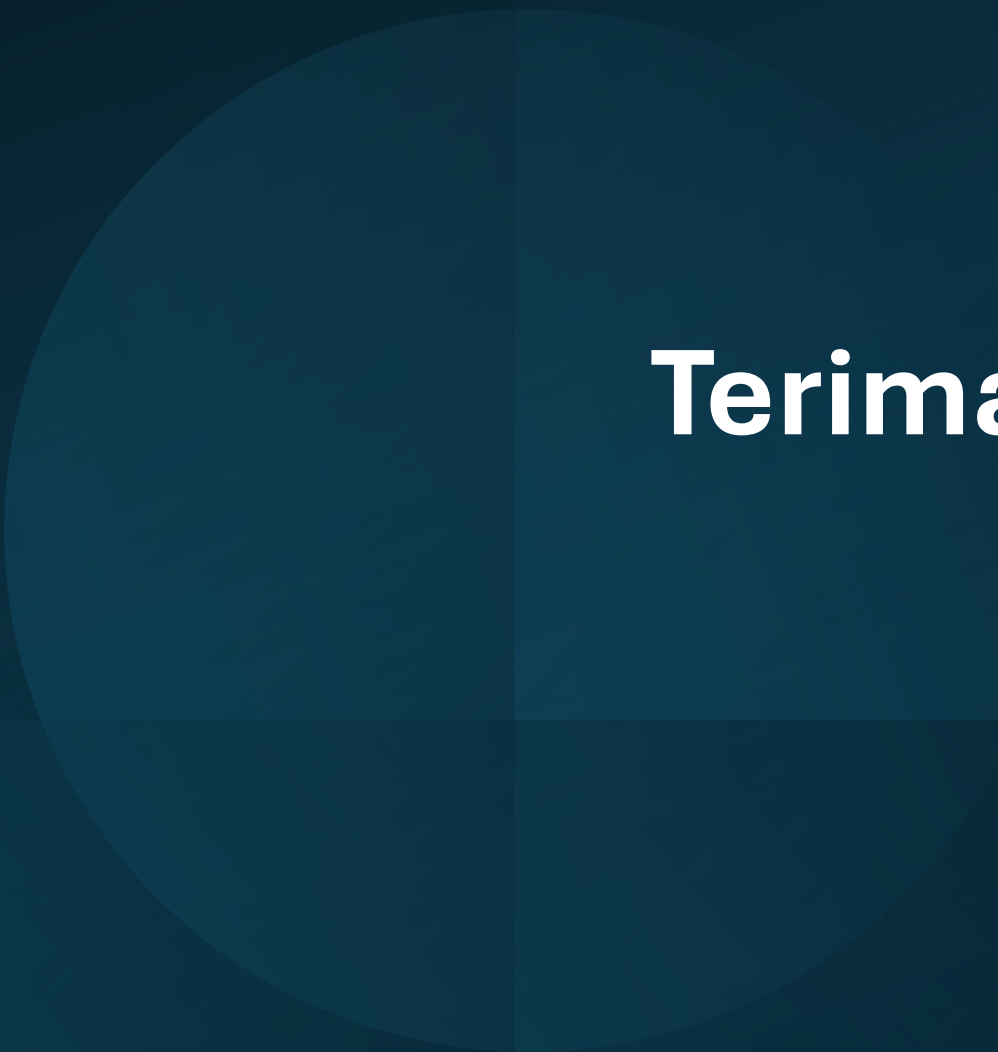
Setiap perubahan struktur gaji akan memiliki implikasi (setidak-tidaknya) terhadap:

- *Career Development*
- *Performance Management*
- *Reward Management*
- *Employee Behaviour*
- *Business/Organizational Results*

Alignment, salah satu kuncinya

DISKUSI

**Bagaimana Struktur Gaji
yang sesuai dengan
BPK?**



Terima kasih

Rahardian Ludhira Nurwicaksono
rahardian.n@bpk.go.id