

RINGKASAN

Pengembangan Model Pola Karir Pejabat Struktural Melalui “*Job Tender*” Di Sekretariat Daerah Kabupaten Jembrana

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Di era otonomi daerah, pemerintah kabupaten/kota diberikan kewenangan yang luas dalam pengelolaan sumber daya alam dan sumber daya manusia untuk kesejahteraan masyarakatnya. Termasuk didalamnya pengelolaan sumber daya aparatur sehingga penyelenggaraan pemerintahan efektif dan efisien. Perampingan struktur, bukan berarti pengurangan fungsi-fungsi pemerintahan, melainkan dituntut kemampuan aparatur yang professional dalam rangka peningkatan pelayanan masyarakat. Permasalahan pola karir pejabat struktural yang dipengaruhi nuansa politik, dan budaya formalisme telah membentuk budaya birokrasi yang tidak profesional.

Penerapan pola karir pejabat struktural dengan menggunakan “*Job Tender*” di Sekretariat Daerah Kabupaten Jembrana, sebagai bentuk inovasi pemerintah daerah dalam merekrut pejabat struktural melalui pengumuman jabatan lowong, pelamaran calon pejabat, seleksi administrasi, tes kompetensi dan tes komitmen. Pola “*Job Tender*” dimaksudkan untuk mendapatkan pejabat struktural yang memiliki kompetensi serta komitmen yang tinggi pada pekerjaan atau jabatannya. Ternyata penerapan pola ini, belum dapat dilaksanakan dengan baik, malah menimbulkan folemik dan kerohanian dikalangan pegawai dan pejabat, serta banyak pegawai yang merasa tidak puas dengan hasil yang diperoleh.

Penelitian ini menjawab permasalahan yang muncul dengan penerapan pola “*Job Tender*”. Penelitian adalah penelitian pengembangan dengan menganalisis kelebihan dan kelemahan model pola karir yang diterapkan saat ini, kemudian mengumpulkan aspirasi pegawai, Baperjakat dan teori serta interpretasi dan telaah peneliti, diusulkan penyempurnaan terhadap model pola karir yang diterapkan saat ini. Model pola karir pejabat struktural yang diusulkan yaitu penerapan model pola karir dengan “*Job Tender*” lebih sesuai diterapkan pada eselon II atau eselon III yang merupakan kepala unit kerja atau jejang jabatan tinggi (*Top Manager*). Persyaratan pada pengumuman lelang jabatan selain persyaratan yang dibutuhkan pada jenjang eselon tertentu juga persyaratan jabatan atau kompetensi jabatan yang dibutuhkan. Untuk eselon III dan eselon IV yang merupakan jabatan operasional teknis tidak melalui “*Job Tender*”, melainkan dengan pemanggilan pegawai yang memenuhi persyaratan dan dilakukan tes kompetensi, yang lebih ditekankan pada bidang pekerjaan yang akan dilakukan. Hasil tes kompetensi benar-benar dijadikan pertimbangan Baperjakat sehingga hasilnya lebih objektif dan dapat dipertanggungjawabkan.

SUMMARY

DEVELOPMENT OF CAREER PATTERN MODEL OF STRUKTURAL OFFICIAL THROUGH “JOB TENDER” IN REGIONAL SECRETARIAT OF JEMBRANA REGENCY

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In the era of local autonomy, the government of regency/city was given a wide authority in managing the natural and human resources for prosperity of their society. It is also included the management of apparatus resource in order the operational of government could be run effectively and efficiently. Efficiency of structure is not mean as the reduction of governmental functions, but it is required the ability of apparatuses which are professional in the effort of developing the services to society. The problem of career pattern of structural official that is influenced by political nuance, and formalism culture has formed a bureaucracy culture which is not professional.

The application of career pattern of structural official by using “Job Tender” in regional secretariat of Jembrana Regency as the form of innovation of the local government in recruiting the structural officials through the announcement of vacant position, application from the candidate of officials, administrative selection, competency test and commitment test. Pattern of “Job Tender” is aimed at obtaining the structural officials who have high competency and commitment to their job or position. Apparently, the application of this pattern can not yet apply well, in fact it causes folemik an unrest among the officers and officials, and also many officers are not satisfy with the result.

This research answers the problem that appears from the application of “Job Tender” pattern. This research is a research of development by analysing weakness and strength of career pattern model which is applied at this time, then by collecting the aspiration of officers, *Baperjakat*, and theory, as well as interpretation and study of the researcher. Then it is suggested the completion to the model of career pattern that is applied this time. Model of career pattern of structural official suggested that is the application of career pattern model by “Job Tender” is more suitable to be applied in echelon II or III that are the head of work unit or top manager. The requirement in the announcement of the tender, besides the requirements that are required in the certain level of echelon also the requirements of position or position competency which are required. For echelon III or IV which are the position of technical operation are not through “Job Tender”, but by denominating the officers who fulfill the requirement and then conducting competency test, which is more stressed in the job that would be handled. The result of competency test is absolutely used as the consideration of *Baperjakat*, so the result could be more objective and accountable.

ABSTRAC

DEVELOPMENT OF CAREER PATTERN MODEL OF STRUKTURAL OFFICIAL THROUGH “JOB TENDER” IN REGIONAL SECRETARIAT OF JEMBRANA REGENCY

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This research is aimed at obtaining the career pattern model of structural official that is appropriate to be applied in regional secretariat of Jembrana Regency. This research apply the developmental method of research, that is completion of the existing model to a new model which is more perfect and applicative. This research is expected to be able to answer the problem of career pattern of structural official in regional secretariat of Jembrana Regency, by combining the existing model with theoretical model, aspiration of staf and aspiration of *Baperjakat* in accord with the present condition in regional secretariat of Jembrana Regency.

Data of research is obtained through observation and adept interview, from informan that are the officials who are directly involved in the development of officers career that are *Asisten Ketatausahaan*, *Kepala bagian Kepegawaian*, *Kasubag. Pengembangan*, *Kasubag. Mutasi* (represent the aspiration of *Baperjakat*). Aspiration of officers are obtained from the result of interview with those who participate the process of “Job Tender”. The interview taht is conducted, refer to the guidance of interview which is relax and can be developed.

The result of this research ia a suggestion of career pattern model of structural official that is the application of career pattern model by “Job Tender” is more suitable to be applied to echelon II or III that are the head of work unit or top manager. The requirement in announcing the “Job Tender”, beside the requirement which is required in the certain level of echelon, also the requirement of position or position competency that are required. For echelon III or IV that are technical operasional position are not through “Job Tender” but by nominating the officers who fulfil the requirement and then conducting the competency test, which more stressed in job description that would be done. The result of test is really used as cosideration of *Baperjakat*, so the result is more objective and accountable.

Keyword : Job Tender, Competency, Competitive.