REGULATION OF THE MINISTER OF MANPOWER
OF THE REPUBLIC OF INDONESIA
NUMBER 1 OF 2017
ON
WAGE STRUCTURE AND SCALE

BY THE BLESSINGS OF ALMIGHTY GOD

THE MINISTER OF MANPOWER OF THE REPUBLIC OF INDONESIA,

Considering : That in order to implement the provision of Article 92 section (3) of Law Number 13 of 2003 on Manpower and Article 14 section (5) of Government Regulation Number 78 of 2015 on Wages, it is necessary to stipulate Regulation of the Minister of Manpower on Wage Structure and Scale;

Observing :

1. Law Number 3 Of 1951 on Statement of the Enactment of Law on Labour Inspection Number 23 of 1948 from the Republic of Indonesia for All Indonesia (State Gazette of the Republic of Indonesia of 1951 Number 4);
2. Law Number 13 of 2003 on Manpower (State Gazette of the Republic of Indonesia of 2003 Number 39, Supplemented by the State Gazette of the Republic of Indonesia Number 4279);
3. Government Regulation Number 78 of 2015 on Wages (State Gazette of the Republic of Indonesia of 2015 Number 237, Supplemented by the State Gazette of the Republic of Indonesia Number 5747);
4. Presidential Regulation Number 18 of 2015 on the Ministry of Manpower (State Gazette of the Republic of Indonesia of 2015 Number 19);

5. Regulation of the Minister of Manpower Number 8 of 2015 on Procedures to Prepare Formation of Draft Law, Draft Government Regulation, and Draft Presidential Regulation and the Formation of Draft Ministerial Regulations in the Ministry of Manpower (State Bulletin of the Republic of Indonesia of 2015 Number 411);

HAS DECIDED:

To issue : REGULATION OF THE MINISTER OF MANPOWER OF THE REPUBLIC OF INDONESIA ON WAGE STRUCTURE AND SCALE.

CHAPTER I
GENERAL PROVISIONS
Article 1

In this Ministerial Regulations:

1. Wage Structure means the composition of the wage levels from the lowest to the highest or from the highest to the lowest.
2. Wage Scale means the spread of nominal values of wages from the smallest to the largest for each job grade.
3. Wage Structure and Scale means the composition of wage levels from the lowest to the highest or from the highest to the lowest which contains the spread of nominal value of wages from the smallest to the largest for each job grade.
4. Job Grade means the classification of job based on the value or quality of the job.
5. Employer means:
   a. An individual, a partnership or a legal entity that runs its a self-owned enterprise;
   b. An individual, a partnership or a legal entity that independently runs a non-self-owned enterprise;
   c. An individual, a partnership or a legal entity located in Indonesia and representing an enterprise as referred to in point a and point b that is domiciled outside the territory of Indonesia.
6. Company means:

a. every form of business, which is either a legal entity or not, which is owned by an individual, a partnership or a legal entity that is either privately owned or State owned, which employs workers/labourers by paying them wages or other forms of rewards;
b. social entity and other entities that have a management and employ other people by paying wage or other form of rewards.

7. Worker/Labourer means any person who works and receives wages or other forms of rewards.

CHAPTER II
FORMULATION AND ENFORCEMENT OF WAGE STRUCTURE AND SCALE

Article 2

(1) Wage Structure and Scale are required to be formulated by the Employer with regard to grade, job, work period, education, and competence.
(2) The grade as referred to in section (1) means the number of Job Grade.
(3) The job as referred to in section (1) means a group of tasks and occupations within the organization of a Company.
(4) The work period as referred to in section (1) means duration of having experience in performing a particular job expressed in units of year required in a job.
(5) The education as referred to in section (1) means the level of knowledge obtained from the stages of formal education in accordance with the national education system required in a job.
(6) The competence as referred to in section (1) means work capability that covers aspects of knowledge, skills and work attitude in accordance with the standards established and required in a job.

Article 3

(1) Wages listed in the Wage Structure and Scale are the basic wages.

(2) The basic wage as referred to in section (1) means the basic rewards paid to Workers/Labourers according to their respective levels or types of work of which the rate is determined through an agreement.

Article 4

(1) Formulation of Wage Structure and Scale may use the stages of:
   a. job analysis;
   b. job evaluation; and
   c. determination of Wage Structure and Scale.

(2) The job analysis as referred to in section (1) point a means a process of obtaining and processing jobs data into jobs information as described in the form of job descriptions.

(3) The job evaluation as referred to in section (1) point b means a process of job valuing, comparing, and ranking.

(4) The determination of Wage Structure and Scale as referred to in section (1) point c is undertaken by the Employer based on the Company's ability and must take the prevailing minimum wage into account.

Article 5

Wage Structure and Scale is determined by the Company management in the form of a decision letter.

Article 6

In formulating the Wage Structure and Scale, the Employer may use an example of the formulation of Wage Structure and Scale listed in the Annex which is an integral part of this Ministerial Regulation oruse other methods.

Article 7

(1) Wage Structure and Scale applies to every Worker/Labourer who is in a employment relation with the Employer in the Company concerned.

(2) The Wage Structure and Scale as referred to in section (1) is used as a guide for wage setting based on time unit.

CHAPTER III
NOTIFICATION AND REVIEW OF
WAGE STRUCTURE AND SCALE

Article 8

(1) Wage Structure and Scale are required to be notified to all Workers/Labourers by the Employer.

(2) The notification of Wage Structure and Scale to all Workers/Labourers as referred to in section (1) is carried out individually.

(3) The notified Wage Structure and Scale as referred to in section (1) is at least the Wage Structure and Scale for the Job Grade in accordance with the job of the concerned Worker/Labourer.

Article 9

(1) Established Wage Structure and Scale must be attached by the Company when proposing application for:
   a. approval and renewal of company regulations; or
   b. registration, extention and renewal of collective bargaining agreements.

(2) Attached Wage Structure and Scale as referred to in section (1) is shown to the competent authorities at the ministry or offices at provincial or regency/municipal levels administering government affairs in the field of manpower.

(3) After the document of Wage Structure and Scale is shown, the competent authorities as referred to in section (2) must return it to the Company at that time.

(4) In addition to attaching the Wage Structure and Scale as referred to in section (1), the Company management attach a statement letter of the issued Wage Structure and Scale in the Company

(5) The statement letter as referred to in section (4) is documented by the competent authorities at the ministry or offices at provincial or regency/municipal levels administering the government affairs in the field of manpower and as evidence of the formulation of Wage Structure and Scale.

Article 10

(1) Wage Structure and Scale may be reviewed by the Employer.
(2) The review result of Wage Structure and Scale is notified to the Workers/Labourers whose Job Grade has changed.

CHAPTER IV
SUPERVISION

Article 11

Supervision of the implementation of this Ministerial Regulation is conducted by labour inspectors.

CHAPTER V
ADMINISTRATIVE SANCTIONS

Article 12

(1) An Employer who does not formulate a Wage Structure and Scale and not notify all of his Workers/Labourers as referred to in Article 2 section (1) and Article 8 section (1) is subjected to administrative sanctions.
(2) The administrative sanctions as referred to in section (1) are in accordance with the provisions of legislation.

CHAPTER VI
TRANSITIONAL PROVISIONS

Article 13

(1) At the time this Ministerial Regulation comes into force, an Employer who has not formulated and implemented a Wage Structure and Scale, is obligated to formulate and implement a Wage Structure and Scale under this Ministerial Regulation not later than 23 October 20I7.
(2) Wage Structure and Scale that have been formulated before this Ministerial Regulation comes in force remain in effect.
(3) Employers who have formulated a Wage Structure and Scale and have not carried out the obligation of notification as referred to in Article 8, are obligated to implement the notification not later than 23 October 2017.

CHAPTER VII
CLOSING PROVISIONS

Article 14

At the time this Ministerial Regulation comes into force, the Decree of the Minister of Manpower and Transmigration Number KEP.49/MEN/IV/2004 on Provisions of Wage Structure and Scale, is repealed and declared ineffective.

Article 15

This Ministerial Regulation comes into force on the date of its promulgation.

In order that every person may know hereof, it is ordered to promulgate this Law by its placement in the State Bulletin of the Republic of Indonesia.

Issued in Jakarta
on 21 March 2017

MINISTER OF MANPOWER
OF THE REPUBLIC OF INDONESIA,

signed

M. HANIF DHAKIRI

Promulgated in Jakarta
on 21 March 2017

DIRECTOR GENERAL OF LEGISLATION
MINISTRY OF LAW AND HUMAN RIGHTS
OF THE REPUBLIC OF INDONESIA,

signed

WIDODO EKATJAHJANA

STATE BULLETIN OF THE REPUBLIC OF INDONESIA OF 2017 NUMBER 441

Jakarta, 4 July 2018
Has been translated as an Official Translation
on behalf of Minister of Law and Human Rights
of the Republic of Indonesia
DIRECTOR GENERAL OF LEGISLATION,

WIDODO EKATJAHJANA

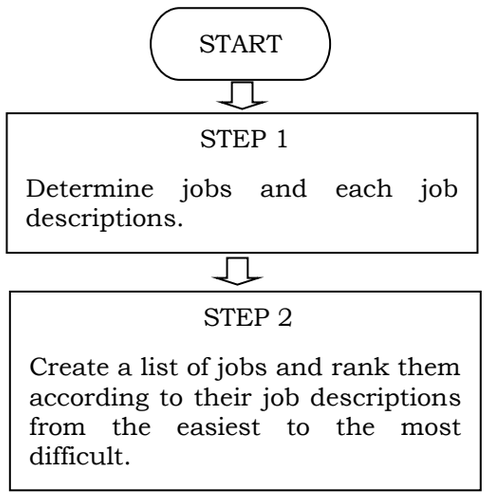
ANNEX OF
REGULATION OF THE MINISTER OF MANPOWER
OF THE REPUBLIC OF INDONESIA
NUMBER 1 OF 2017
ON
WAGE STRUCTURE AND SCALE

FORMULATION OF WAGE STRUCTURE AND SCALE

There are some methods in formulating Wage Structure and Scale that may be used by Employers, among others, simple ranking method, two points method, and factor point method. Methods for the formulation of Wage Structure and Scale may be selected by a Company in accordance with the conditions of the respective Company.

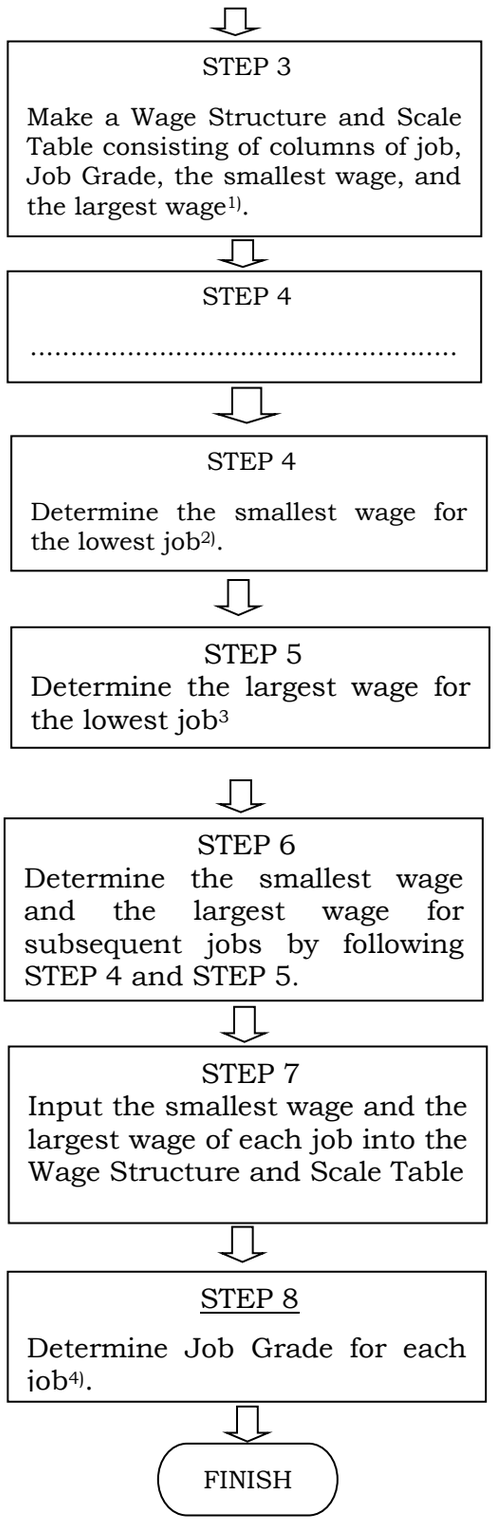
EXAMPLE 1
FORMULATION OF WAGE STRUCTURE AND SCALE USING SIMPLE RANKING METHOD

Steps of compiling Wage Structure and Scale using simple ranking method are implemented according to the flow chart as follows:



1) Wage Structure and Scale Table

Job	Job Grade	Smallest Wage	Largest Wage
Lowest Job			
.....			
Highest Job			



2) The smallest wage for the lowest job is the smallest wage paid in general and is accepted by the Workers/Labourers.

3) The largest wage for the lowest job is the smallest wage paid in general and is able to be paid by the Employer.

4) For jobs of which tasks and responsibilities are relatively the same, they can be grouped into 1 (one) Job Grade.

Example of the formulation of Wage Structure and Scale on a business of building contractor.

STEP 1:

Determine jobs and descriptions of each job.

Example:

1. Carpenter : carries out the construction work of wooden roofs, frames, doors and windows, including ceilings, floors and wooden walls according to the working drawings.

2. Mason : carries out construction work of stone and bricks, cement plastering, joint (*voeg*) according to the working drawings
3. Assistant : assist the performance of carpentry and/or masonry works.
4. Supervisor : oversees and ensures the carpenters', masons', and the assistants' works in accordance with the detailed drawings and timely.
5. Architect : designs the building as desired, calculates the building budget, and ensures that the work performance and the building do not violate the legislation.

STEP 2:
Create a list of jobs and rank them according to their job descriptions from the easiest to the most difficult.
From the example above, the order of jobs is as follows:
I. Assistant;
2. Mason;
3. Carpenter;
4. Supervisor;
5. Architect.

STEP 3:
Make a Wage Structure and Scale Table consisting of columns of job, Job Grade, the smallest wage, and the largest wage.
Input the jobs into the job column in the Wage Structure and Scale Table.
Example of Wage Structure and Scale Table with a job order based on the job description as referred to in Table I.1.below:

Table I.1
Wage Structure and Scale Table
with a Job Order Based on Job Description

Job	Job Grade	Smallest Wage (Rp)	Largest Wage (Rp)
Assistant			
Mason			
Carpenter			
Supervisor			
Architect			

STEP 4:

Determine the smallest wage for the lowest job.

The lowest job in this example is the assistant.

The smallest wage for the assistant is set at Rp1, 500,000.00.

In determining the smallest wage for the lowest job, consider the smallest wage generally paid to and accepted by Workers/Labourers as well as the prevailing minimum wage in the local area.

STEP 5:

Determine the largest wage for the lowest job.

The lowest job in this example is the assistant..

The largest wage for the assistant is set at Rp2, 250,000.00.

In determining the largest wage for the lowest job, it must consider the largest wage generally paid to Workers/Labourers and is able to be paid by the Employer.

STEP 6:

Determine the smallest wage and the largest wage for subsequent jobs by following STEP 4 and STEP 5.

Examples of the smallest wages and the largest wages for each of these jobs are as Table I.2 below:

Table I.2
Smallest Wage and the Largest Wage
for Each Job

Job	Smallest Wage (Rp)	Largest Wage (Rp)
Mason	2,000,000.00	3,000,000.00
Carpenter	2,200,000.00	3,200,000.00
Supervisor	3,000,000.00	4,000,000.00
Architect	6,000,000.00	8,000,000.00

STEP 7:

Input the smallest wage and the largest wage of each job into the Wage Structure and Scale Table.

Example of the Wage Structure and Scale Table containing the smallest wage and the largest wage in each job is as Table I.3 below:

Table I.3
Wage Structure and Scale Table
Containing The Smallest Wage and the Largest Wage
for Each Job

Job	Job Grade	Smallest Wage (Rp)	Largets Wage (Rp)
Assistant		1,500,000.00	2,250,000.00
Mason		2,000,000.00	3,000,000.00
Carpenter		2,200,000.00	3,200,000.00
Supervisor		3,000,000.00	4,000,000.00
Architect		6,000,000.00	8,000,000.00

STEP 8:

Determine Job Grade for each job.

Example of Job Grade for each job is as Table I.4 below:

Table I.4
Wage Structure and Scale Table
with Job Grade

Job	Job Grade	Smallest Wage (Rp)	Largets Wage (Rp)
Assistant	1	1,500,000.00	2,250,000.00
Mason	2	2,000,000.00	3,000,000.00
Carpenter	3	2,200,000.00	3,200,000.00
Supervisor	4	3,000,000.00	4,000,000.00
Architect	5	6,000,000.00	8,000,000.00

If there are jobs of which tasks and responsibilities are relatively the same, they may be grouped into 1 (one) Job Grade.

The job of a carpenter and a mason, is considered to have the relatively same tasks and responsibilities, so that they can be grouped into 1 (one) same Job Grade.

Thus, the Wage Structure and Scale for the building contractor business can be seen in Table I.5 below:

Table I.5
Wage Structure and Scale Table

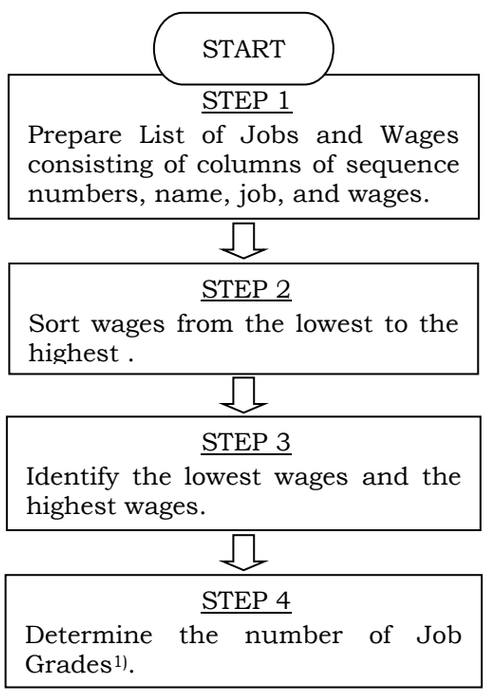
of Building Contractor Business using Simple Ranking Method

Job	Job Grade	Smallest Wage (Rp)	Largets Wage (Rp)
Assistant	1	1,500,000.00	2,250,000.00
Mason	2	2,000,000.00	3,200,000.00
Carpenter			
Supervisor	3	3,000,000.00	4,000,000.00
Architect	4	6,000,000,00	8,000,000.00

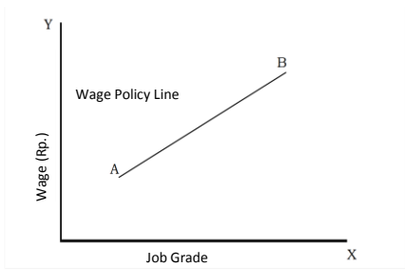
EXAMPLE II
FORMULATION OF WAGE STRUCTURE AND SCALE USING TWO POINTS METHOD

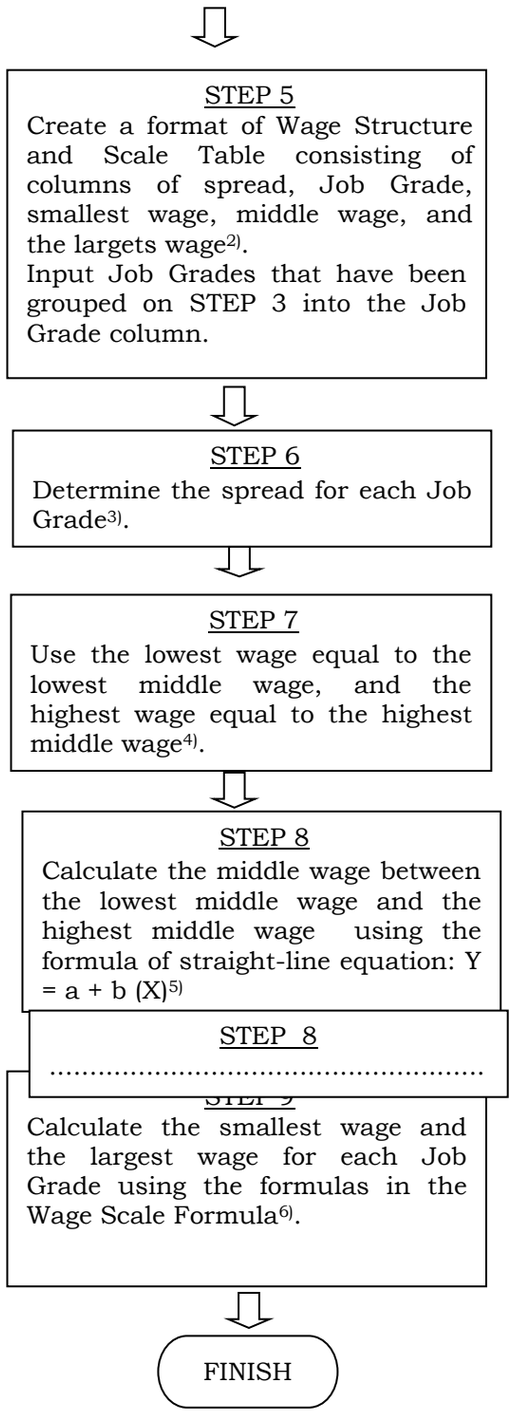
The two points method is a method that connects 2 (two) points in the field of the absolute axis coordinate (X) which is the Job Grade and the ordinate axis (Y) which is the wage, thus forming a straight line having a straight-line equation: Y = a + b (X). The straight-line formed from the two points is a wage policy line.

The steps of formulating the Wage Structure and Scale using the two points method is conducted according to the flow chart as follows:



1) Jobs with relatively the same tasks and responsibilities are grouped in 1 (one) Job Grade.
Notation of Job Grades may use numbers or letters. Number of Job Grades should be less than 10 (ten) groups.
In a coordinat field of X axis (Job Grade) and Y axis (wage), the lowest Job Grade (X_1) dan the lowest wage (Y_1) constitute a point (point A).
Similarly, the highest Job Grade (X_2) dan the highest wage (Y_2) constitute a point (point B).
When connected, the two points constitute 1 (one) straight line called a policy line.
The straight line can be drawn as follow:





2) Wage Structure and Scale Table

Spread	Job Grade	Smallest Wage	Middle Wage	Largest Wage
	Lowest Job			
	.....			
	Highest Job			

3). In wages there is a rule of thumb as a guide in determining a spread.
The rule states that the spread for jobs within an organization are classified into 3 (three): staff, supervisory, and managerial.
Spread of these three classification is not a single figure, but are spread as in the example below.
To determine spread of a job, it can take a figure in the spread according to its classification.

Spread Table

Job Grade	Job	Job Classification	Spread
Lowest Job Grade	Secretary, Technician, Typist, Accountant, etc.	Staff	20% to 50%
Middle Job Grade	Supervisor, Coordinator, etc.	Supervisory	50% to 90%
Highest Job Grade	Manager, Head Division, etc.	Managerial	90% or more

4) Table of Lowest Wage Equals to Lowest Middle Wage and Highest Wage Equals to Highest Middle Wage

Spread	Job Grade	Smallest Wage	Middle Wage	Largest Wage
	Lowest Job Grade		Lowest middle wage	
	.....			
	Highest Job Grade		Highest middlewage	

5) Description:
Y is wage;
X is a Job Grade;
a is an intercept (intercept of the wage policy line with the axis Y);
b is slope (slope of wage policy line).

Way to calculate:
- Calculate the value of b:

Equation 1 (point A) → $Y_1 = a + b (X_1)$
Equation 2 (point B) → $Y_n = a + b (X_n)$
When equation 2 is substracted by equation 1, the value of b is obtained.
- Calculate the value of a:

Input the value of b in equation 1, then the value of a is obtained.
- When a and b are known, then wage (Y) for another Job Grade (X) may be calculated.

6) Table of Wage Scale Formulas *)

No.	Smallest Wage (Min)	Largest Wage (Max)	Spread	Middle Wage (Mid)
1	Known	Known	$\frac{(Max - Min) \times 100\%}{Min}$	$\frac{(Max + Min)}{2}$
2	Known	Min x (Spread + 1)	Known	$\frac{Min \times (Spread + 2)}{2}$
3	Known	(2 x Mid) – Min	$\frac{2 \times (Mid - Min)}{Min}$	Known
4	$\frac{Max}{Spread + 2}$	Known	Known	$\frac{Max \times (Spread + 2)}{2 \times (Spread + 1)}$
5	(2 x Mid) - Max	Known	$\frac{2 \times (Max - Mid)}{2 \times (Mid - Max)}$	Known
6	$\frac{2 \times Mid}{Spread + 2}$	$\frac{(2 \times Mid) \times (Spread + 1)}{Spread + 2}$	Known	Known

*)Note:
If 2 values of 4 values of Wage Scale are known, then the other 2 values can be calculated. A Wage Scale value includes the smallest wage (min), the largest wage (max), spread, and middle wage (mid).

Example:

When the spread value and the middle wage value are known, then using the formulas in the Scale Formula Table number 6, the smallest wage and the largest wage may be calculated.

Examples of formulating Wage Structure and Scale on minimarket business.

1. How to formulate Wage Structure and Scale with two points method manually.

STEP 1

Prepare List of Jobs and Wages consisting of columns of sequence numbers, name, job, and wages.

Table II.1
List of Jobs and Wages

Squence Number	Name	Job	Wage (Rp.)
1	Name JJ	Minimarket cashier	2,100,000.00
2	Name AA	Office boy	1,575,000.00
3	Name HH	Driver	1,800,000.00
4	Name BB	Security Officer	1,800,000.00
5	Name CC	Security Officer	1,800,000.00
6	Name MM	Logistic staff	2,100,000.00
7	Name EE	Logistic administration staff	1,800,000.00
8	Name FF	Minimarket administration staff	1,800,000.00
9	Name GG	Minimarket administration staff	1,800,000.00
10	Name UU	Minimarket assistant	3,000,000.00

11	Name II	Cashier	2,100,000.00
12	Name DD	Security Officer	1,800,000.00
13	Name KK	Minimarket cashier	2,100,000.00
14	Name LL	Purchasing administration staff	2,100,000.00
15	Name AB	Head of Minimarket	7,000,000.00
16	Name NN	Logistic staff	2,100,000.00
17	Name OO	General affairs staff	2,100,000.00
18	Name PP	IT staff	2,550,000.00
19	Name QQ	Marketing staff	2,550,000.00
20	Name RR	Promotion staff	2,550,000.00
21	Name AE	Head of Accounting and IT	8,000,000.00
22	Name TT	Minimarket assistant	3,000,000.00
23	Name AF	General manager	15,000,000.00
24	Name VV	Accounting staff	3,000,000.00
25	Name WW	IT Supervisor	5,000,000.00
26	Name XX	Purchasing supervisor	5,000,000.00
27	Name YY	Head of Marketing	7,000,000.00
28	Name ZZ	Head of Minimarket	7,000,000.00
29	Name SS	HR staff	2,550,000.00
30	Name AC	Head of logistics	7,500,000.00
31	Name AD	Head of HR and general affairs	7,500,000.00

STEP 2

Sort wages from the lowest to the highest.

Table II.2
List of Jobs and Wages based on Wage Order

Squence Number	Name	Job	Wage (Rp.)
1	Name AA	Office boy	1,575,000.00
2	Name BB	Security Officer	1,800,000.00
3	Name CC	Security Officer	1,800,000.00
4	Name DD	Security Officer	1,800,000.00
5	Name EE	Logistic administration staff	1,800,000.00
6	Name FF	Minimarket administration staff	1,800,000.00
7	Name GG	Minimarket administration staff	1,800,000.00
8	Name HH	Driver	1,800,000.00
9	Name II	Cashier	2,100,000.00
11	Name KK	Minimarket cashier	2,100,000.00
12	Name LL	Purchasing administration staff	2,100,000.00
13	Name MM	Logistic staff	2,100,000.00
14	Name NN	Logistic staff	2,100,000.00
15	Name OO	General affairs staff	2,100,000.00
16	Name PP	IT staff	2,550,000.00
17	Name QQ	Marketing staff	2,550,000.00
18	Name RR	Promotion staff	2,550,000.00
19	Name SS	HR staff	2,550,000.00
20	Name TT	Minimarket assistant	3,000,000.00
21	Name UU	Minimarket assistant	3,000,000.00
22	Name VV	Accounting staff	3,000,000.00
23	Name WW	IT Supervisor	5,000,000.00
24	Name XX	Purchasing supervisor	5,000,000.00
25	Name YY	Head of Marketing	7,000,000.00

26	Name ZZ	Head of Minimarket	7,000,000.00
27	Name AB	Head of Minimarket	7,000,000.00
28	Name AC	Head of logistics	7,500,000.00
29	Name AD	Head of HR and general affairs	7,500,000.00
30	Name AE	Head of Accounting and IT	8,000,000.00
31	Name AF	General manager	15,000,000.00

STEP 3

Identify the lowest wages and the highest wages.

From the List of Jobs and Wages Based on the Wage Order above, the lowest wage is Rp1, 575,000.00 and the highest one is Rp15, 000,000.00.

STEP 4

Determine the number of Job Grades.

In determining the number of Job Grades, the jobs with relatively the same tasks and responsibilities are grouped in 1 (one) Job Grade.

Notation of Job Grades may use numbers or letters.

Number of Job Grades should be less than 10 (ten) groups.

Examples of the above jobs are grouped into 7 (seven) Job Grade, as follows:

Table II.3
Job Grade

Sequence Number	Job Grade
1	1
2-8	2
9-15	3
16-22	4
23-24	5
25-30	6
31	7

The grouping of jobs into Job Grade is determined based on the wages of each job whose rate are relatively equal.

In drawing the wage policy line, determine the point A, i.e. the coordinate between the lowest Job Grade (Job Grade 1 = X_1) and lowest wage (Rp1, 575,000.00 = Y_1) that form a coordinate point (1; 1,575,000.00).

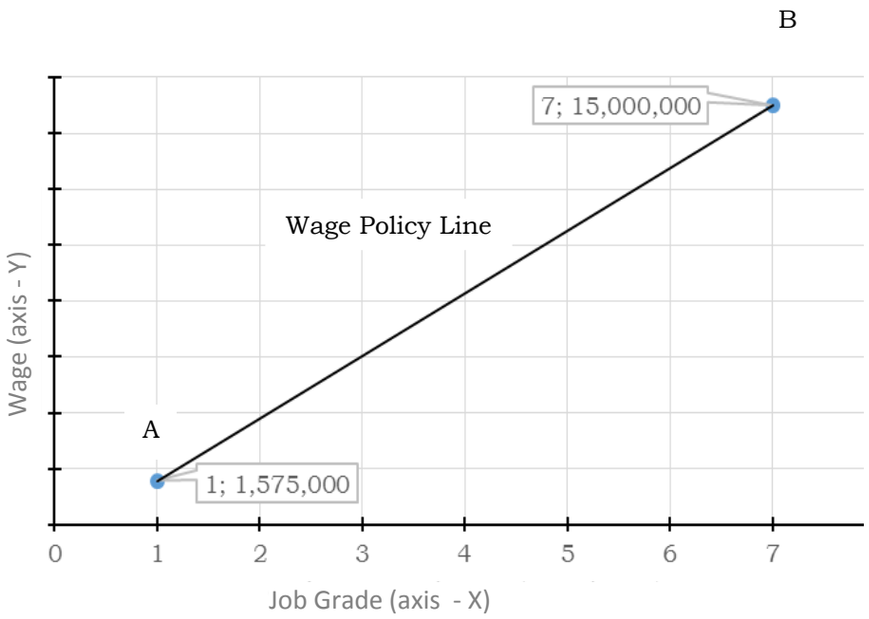
Further, determine the point B, i.e. the coordinate between the highest Job Grade (Job Grade 7 = X_7) and the highest wage (Rp15.000.000,00 = Y_7) that form a coordinate point (7; 15,000,000,00).

Connect the two points to form 1 (one) straight line called the wage policy line.

The wage policy line has a straight-line equation formula:

Y = a + b (X).

Chart II.1



STEP 5

Make a format of Wage Structure and Scale Table consisting of columns of spread, Job Grade, smallest wage, middle wage, and the largest wage.

Input Job Grades that have been grouped on STEP 3 into the Job Grade column.

Table II.4
Wage Structure and Scale Table

Spread	Job Grade	Smallest Wage (Rp.)	Middle Wage (Rp.)	Largest Wage (Rp.)
	1			
	2			
	3			
	4			
	5			
	6			
	7			

STEP 6

Determine the spread for each Job Grade.

Example:

Table II.5
Job Grade Spread

Sequence Number	Job Classification	Job Grade	Spread
1 – 22	Staff	1 – 4	40%
23 – 24	Supervisory	5	70%
25 – 31	Managerial	6 – 7	100%

Furthermore, from the above example, the spread and Job Grade may be described as follows:

Table II.6
Wage Structure and Scale Table
with the Description of Spread and Job Grade

Spread	Job Grade	Smallest Wage (Rp.)	Middle Wage (Rp.)	Largest Wage (Rp.)
40%	1			
40%	2			
40%	3			
40%	4			
70%	5			
100%	6			
100%	7			

STEP 7

Use the lowest wage equal to the lowest middle wage, and the highest wage equal to the highest middle wage.

From the above List of Jobs and Wages, then:

- Lowest wage = Rp1,575,000.00, so that the lowest middle wage is Rp1,575,000.00;
- Highest Wage = Rp15,000,000.00, so that the highest middle wage is Rp15,000,000.00.

Table II.7
Wage Structure and Scale Table
with the Lowest Middle Wage and Highest Middle Wage

Spread	Job Grade	Smallest Wage (Rp.)	Middle Wage (Rp.)	Largest Wage (Rp.)
40%	1		1,575,000.00	
40%	2			
40%	3			
40%	4			
70%	5			

100%	6			
100%	7		15,000,000.00	

STEP 8

Calculate the middle wage between the lowest middle wage and the highest middle wage using the formula of straight-line equation: Y = a + b (X).

Point Coordinate (X, Y):

Point A → X_1 = Job Grade = 1

Y_1 = lowest middle wage = 1,575,000

Point B → X_7 = Job Grade = 7

Y_7 = highest middle wage = 15,000,000

Calculate the value of b by subtracting equation 2 with equation 1:

Equation 2 → 15,000,000 = a + b (7)

Equation 1 → 1,575,000 = a + b (1) -

13,425,000 = b (6)

b = 13,425,000 :6

b = 2,237,500

Calculate the value of a by inputting the value of b (2,237,500) in equation 1.

Equation 1 ⟶ 1,575,000 = a + 2,237,500 (1)

a = 1,575,000 - 2,237,500

a = - 662,500

Calculate the middle wage of Job Grade 2:

Equation of straight line ⟶ $Y_2 = a + b (X_2)$

Y_2 = - 662,500 + 2,237,500 (2)

Y_2 = 3,812,500

Thus, the middle wage of Job Grade 2 is Rp3,812,500,00.

In the same way, calculate the middle wage of Job Grades 3 to 6 to obtain the following results:

Table II.8
Wage Structure and Scale Table

with the Middle Wage of each Job Grade

Spread	Job Grade	Smallest Wage (Rp.)	Middle Wage (Rp.)	Largest Wage (Rp.)
40%	1		1,575,000.00	
40%	2		3,812,500.00	
40%	3		6,050,000.00	
40%	4		8,287,500.00	
70%	5		10,525,000.00	
100%	6		12,762,500.00	
100%	7		15,000,000.00	

STEP 9

Calculate the smallest wage and the largest wage for each Job Grade using the formulas in the Wage Scale Formula Table.

$$\text{Smallest wage} = \frac{2 \times \text{middle wage}}{\text{spread} + 2}$$

$$\text{Largest wage} = \frac{(2 \times \text{middle wage}) \times (\text{spread} + 1)}{\text{spread} + 2}$$

For Job Grade 1:

$$\text{Smallest wage} = \frac{2 \times 1{,}5{,}75{,}000}{40\% + 2} = \frac{3{,}150{,}000}{2.4}$$

$$= 1{,}312{,}500$$

$$\text{Largest wage} = \frac{(2 \times 1{,}5{,}75{,}000) \times (40\% + 1)}{40\% + 2} = \frac{4{,}410{,}000}{2{,}4}$$

$$= 1{,}837{,}500$$

With the same formula, calculate the smallest wages and the largest wages for Job Grades 2 to 6.

Thus, Wage Structure and Scale for minimarket business may be seen in Table II.9 below:

Table II.9

Wage Structure and Scale Table
of Minimarket Business using Two Points Method

Job Grade	Smallest Wage (Rp.)	Middle Wage (Rp.)	Largest Wage (Rp.)
1	1,312,500.00	1,575,000.00	1,837,500.00
2	3,177,083.00	3,812,500.00	4,447,917.00
3	5,041,667.00	6,050,000.00	7,058,333.00
4	6,906,250.00	8,287,500.00	9,668,750.00
5	7,796,296.00	10,525,000.00	13,253,704.00
6	8,508,333.00	12,762,500.00	17,016,666.00
7	10,000,000.00	15,000,000.00	20,000.000.00

2. How to formulate Wage Structure and Scale using two point method using computer.

   Smallest wage, middle wage, and the largest wage may be calculated using a computer. The commonly used softwares are spreadsheet- or worksheet-types softwares such as products of microsoft excel, open office calc, google sheets, and others. These products have a TREND feature/function that can calculate a straight-line equation: Y = a + b (X).

   How to formulate the Wage Structure and Scale using a computer is as follows:

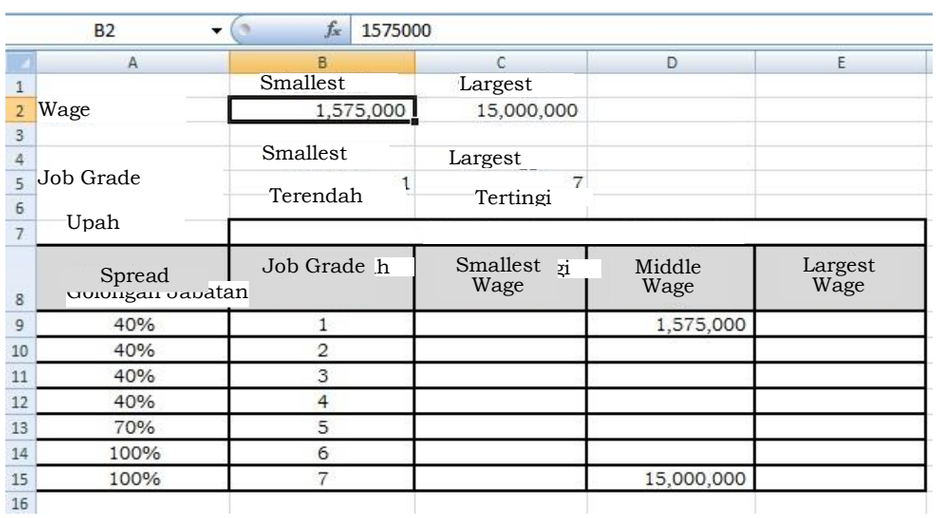
   STEP 1:

   Prepare the data in a spreadsheets as shown in Figure II.1 below.

   Make sure the positions of all data are equal to the positions of the data in the image below, so that the formula writing is not wrong.

   For example: the lowest wage is in column B and row 2 (cell B2), and so forth.

Figure II.1



STEP 2:

Place the cursor position in the cell D10, write the formula:

= TREND($B$2:$C$2;$B$5:$C$5;B10;TRUE)

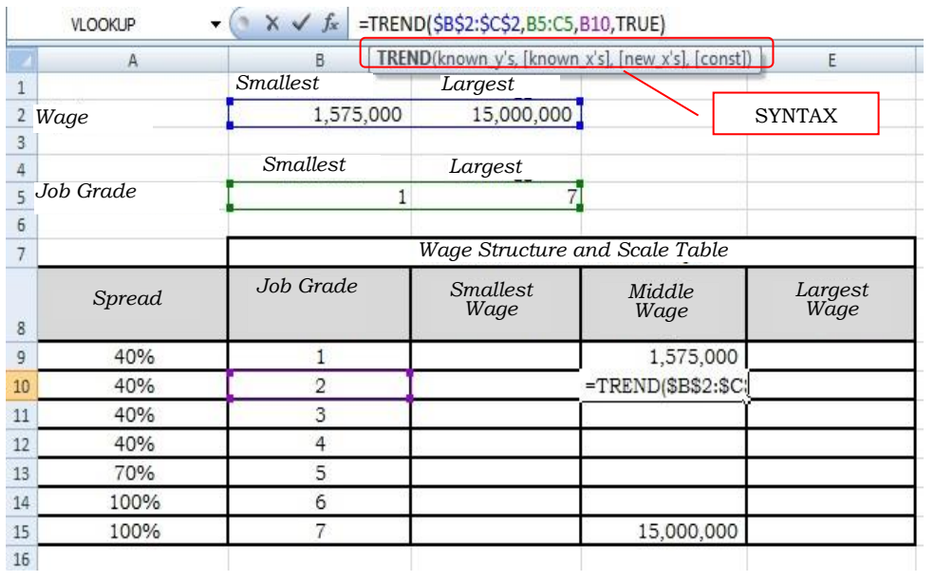
Press ENTER.

Punctuation ";" can be replaced with "," depending on the settings on the computer. To find out if it uses ";" or "," see SYNTAX.

If after the word known_y's the punctuation is ";" then the formula is written using the punctuation ";".

From the calculation of the formula it is obtained a number of 3,812,500.

Figure II.2



Then COPY and PASTE this formula to cell D11 to D15.

STEP 3:

Place the cursor position in cell C9, calculate the smallest wage for Job Grade 1 by writing the formula:

=(2*D9)/(A9+2)

Press ENTER, then COPY and PASTE this formula to cell C10 to C15.

Place the cursor position in cell E9, calculate the smallest wage for Job Grade 1 by writing the formula:

=((2*D9)*(A9+1))/(A9+2)

Tabel Struktur dan Skala Upah

Press ENTER, then COPY and PASTE this formula to cell E10 to E15.

Next Wage Structure and Scale Table will be arranged as in Figure II.3 as follows:

Figure II. 3

N13

	A	B	C	D	E
1		Smallest	Largest		
2	Wage	1,575,000	15,000,000		
3					
4		Smallest	Largest		
5	Job Grade	1	7		
6					

Wage Structure and Scale Table

Spread	Job Grade	Smallest Wage	Middle Wage	Largest Wage
40%	1	1,312,500	1,575,000	1,837,500
40%	2	3,177,083	3,812,500	4,447,917
40%	3	5,041,667	6,050,000	7,058,333
40%	4	6,906,250	8,287,500	9,668,750
70%	5	7,796,296	10,525,000	13,253,704
100%	6	8,508,333	12,762,500	17,016,667
100%	7	10,000,000	15,000,000	20,000,000

EXAMPLE III

FORMULATION OF WAGE STRUCTURE AND SCALE USING FACTOR POINT METHOD (FOR A COMPANY WHICH IS OPERATING)

Steps of formulating of Wage Structure and Scale using factor point method is conducted according to the flow chart as follows:

START

⇩

STAGE OF JOB ANALYSIS
Conduct job analysis activities by collecting information on jobs, analyzing them, and describing results of the analysis in the form of job descriptions.
Result of a job analysis is a job description.

⇩

STAGE OF JOB EVALUATION
Conduct job evaluation activities to weight or assess jobs[1)].
Result of a job evaluation is List of Jobs and Total Points.

[1)] Stages of job evaluation using factor point method:
1. Making a Table of Factor Point (Stage 1).
   Make a Table of Factor Point consisting of:
   a. Compensable factors and their weight or points.
   b. Derivatives of the compensable factors and their stratified weight or points.
2. Conducting a job evaluation (Stage 2).
   Conduct evaluation toward each job by:
   a. describing each occupation/job;
   b. assessing and giving point to each compensable factor in accordance with the Factor Point Table;
   c. summing up the points of compensable factors of each job (total points); and
   d. formulating a list of jobs ordered based on their total points .

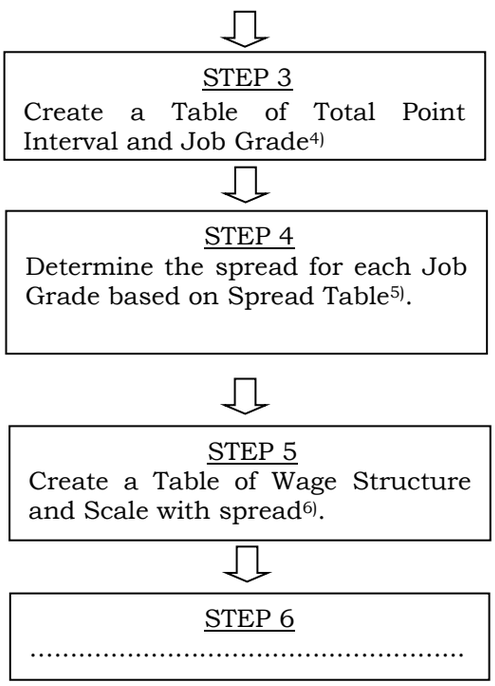
[2)] The lower limit of the smallest total point is the downward rounding of the smallest total point. The upper limit of the highest total point is the upward rounding of the highest total point..

[4] Total Point Interval and Job Grade Table

Total Point Interval	Job Grade
Lowest Interval	Lowest Job Grade
.....	.....
Highest Interval	Highest Job Grade

[3] There is no any provision requiring that the interval distance must be the same. The larger total points, the higher interval distance . The easy way is to make the same interval distance. When the total point is in 3 (three) digit, the interval can be determined = 100. Number of interval is calculated by the formula of:

$$\text{Number of Interval} = \frac{\text{Upper limit - lower limit}}{\text{interval}}$$



[5] Spread Table

Job Grade Group	Job	Job Clasification	Spread
Lower Job Grade Group	Operator, Secretary, Auditor, and so on.	Staff	20% to 50%
Middle Job Grade Group	Coordinator, Supervisor, Head of Section, and so on	Supervisory	50% to 90%
Upper Job Grade Group	Manager, General Manager, and so on.	Managerial	90% or more

[6] Wage Structure and Scale Table

Spread	Job Grade	Smallest Wage	Middle Wage	Largest Wage
Narrowest spread	Lowest Job Grade		Lowest middle wage	
.....	.....		.....	
Widest spread	Highest Job Grade		Highest middlewage	

STEP 6

Determine the lowest middle wage of the lowest Job Grade (grouping of jobs with the smallest total points)

LANGKAH 4

.....

the determination of the lowest wage is calculated on the basis of the average of these different wages.
Determine the highest middle wage of the highest Job Grade (grouping of jobs with the largest total points).
In terms of jobs with the largest total points have different wages, the determination of the highest wage is calculated on the basis of the average of these different

⇩

STEP 7

Calculate the middle wage between the lowest middle wage and the highest middle wage using the formula of straight-lineequation: Y = a + b (X)[7].

⇩

STEP 8

Calculate the smallest wage and the largest wage for each Job Grade using the formulas in the Wage Scale Formula[8]

⇩

FINISH

[7] Description:
Y is middle wage;
X is a Job Grade;
a is an intercept (intercept of the wage policy line with the axis Y);
b is slope (slope of wage policy line).

Way to calculate:
- Calculate the value of b:
  Equation 1 (point A) → $Y_1 = a + b (X_1)$
  Equation 2 (point B) → $Y_n = a + b (X_n)$
  When equation 2 is substracted by equation 1, the value of b is obtained .
- Calculate the value of a :
  Input the value of b in equation 1, then the value of a is obtained.
- When a and b are known, then wage (Y) for another Grade Job (X) can be calculated .

[8]Wage Scale Formula Table [*]

No.	Smallest Wage (Min)	Largest Wage (Max)	Spread	Middle Wage (Mid)
1	Known	Known	$\frac{(Max - Min) \times 100\%}{Min}$	$\frac{(Max + Min)}{2}$
2	Known	Min x (Spread + 1)	Known	$\frac{Min \times (Spread + 2)}{2}$
3	Known	(2 x Mid) – Min	$\frac{2 \times (Mid - Min)}{Min}$	Known
4	$\frac{Max}{Spread + 2}$	Known	Known	$\frac{Max \times (Spread + 2)}{2 \times (Spread + 1)}$
5	(2 x Mid) - Max	Known	$\frac{2 \times (Max - Mid)}{2 \times (Mid - Max)}$	Known
6	$\frac{2 \times Mid}{Spread + 2}$	$\frac{(2 \times Mid) \times (Spread + 1)}{Spread + 2}$	Known	Known

[*]Note:

LANGKAH 8

.....

If 2 values of 4 values of Wage Scale are known, then the other 2 values may be calculated.
A Wage Scale value includes the smallest wage (min), the largest wage (max), spread, and middle wage (mid).
Example:

When the spread value and the middle wage value are known, then using the formulas in the Scale Formula Table number 6, the smallest wage and the largest wage may be calculated.

Example of formulating of Wage Structure and Scale using factor point method for a minimarket business.

A. Stage of Job Analysis
   1. Preparation.
      a. Ensure the organizational structure and its jobs are up-to-date.
      b. Determine the jobs that will be analyzed.
      c. Communicate the objectives and purposes of the job analysis with all related parties, including the technique and method of implementation.
   2. Collection of job information.
      a. Collect information about jobs by conducting interviews (individual and/or group), distributing questionnaires, and/or making observations.
      b. Collect information from sources: the job holders, job holders' direct superiors, the leadership of the job holders' units, job holders' colleagues, the log book, and other relevant sources.
      c. Make systematic records for each job information regarding:
         1) task activities;
         2) work tools and equipments used;
         3) number of personnels required;
         4) authority and responsibility;
         5) conditions and environment of work;
         6) education and knowledge required;
         7) minimum experience required;
         8) standard operating procedure used; and

9) other matters deemed important to carry out task activities.

d. Ensure that these records are fact instead of an opinion.

3. Analysis of job information.

a. Analyze by focusing on work or information recorded.

b. Ignore status of the job holders.

4. Description of job analysis results in the form of a job description.

Describe the analysis results in the form of job descriptions consisting of 9 (nine) components as follows:

a. job identification;

b. position within the organizational structure;

c. dimension;

d. main purpose or main function;

e. main responsibilities and success indicators;

f. work environment and challenges for the job;

g. employment relationship;

h. job specification;

i. occupational safety and health.

B. Stage of Job Evaluation.

Necessary data:

1. List of Jobs and Wages;

2. Job description.

Sample List of Jobs and Wages as follows:

Table III.1
The List of Jobs and Wages Based on Wage Sequence

Squence Number	Name	Job	Wage (Rp.)
1	Name AA	Office boy	2,000,000.00
2	Name BB	Office boy	2,100,000.00
3	Name CC	Security officer	2,250,000.00
4	Name DD	Security officer	2,250,000.00
5	Name EE	Logistic administration staff	2,250,000.00
6	Name FF	Minimarket administration staff	2,250,000.00
7	Name GG	Minimarket administration staff	2,250,000.00
8	Name HH	Driver	2,250,000.00
9	Name II	Cashier	2,500,000.00
10	Name JJ	Minimarket cashier	2,500,000.00
11	Name KK	Minimarket cashier	2,500,000.00
12	Name LL	Purchasing administration staff	2,500,000.00
13	Name MM	Logistic staff	2,500,000.00
14	Name NN	Logistic staff	2,500,000.00
15	Name OO	General affairs staff	2,500,000.00
16	Name PP	IT staff	2,750,000.00
17	Name QQ	Marketing staff	2,750,000.00
18	Name RR	Promotion staff	2,750,000.00
19	Name SS	HR staff	2,750,000.00

20	Name TT	Minimarket assistant	3,000,000.00
21	Name UU	Minimarket assistant	3,000,000.00
22	Name VV	Accounting staff	3,000,000.00
23	Name WW	IT Supervisor	4,000,000.00
24	Name XX	Purchasing supervisor	4,000,000.00
25	Name YY	Head of marketing	7,000,000.00
26	Name ZZ	Head of minimarket	7,000,000.00
27	Name AB	Head of minimarket	7,000,000.00
28	Name AC	Head of logistics	7,500,000.00
29	Name AD	Head of HR and general affairs	7,500,000.00
30	Name AE	Head of accounting and IT	8,000,000.00
31	Name AF	General manager	20,000,000.00

Furthermore, conduct a job evaluation using the factor point method with the following stages:

1. Make a Factor Point Table (Stage 1);

   Make a Factor Point Table consisting of:

   a. compensable factors and their weight or points.

   b. derivatives of compensable factors and stratified weight or points.

Table III.2
Factor Point Table

Factors	Points	Factor Derivatives	Factor Derivative Points				
			One	Two	Three	Four	Five
Skill	300	Knowledge	10	30	60	90	120
		Experience	0	20	60	130	180
Effort	120	Physical	10	10	20	30	40
		Mental	10	20	40	60	80
Responsibility	480	Regulation	20	40	120	160	240
		Financial	0	40	120	160	240
Working Environment	100	Working condition	0	10	20	30	40
		Hazard	0	10	20	40	60
Total	1000						1000

2. Conduct job evaluation (Stage 2)

   Conduct evaluation toward each job by:

   a. Describing each occupation/job.

      - Prepare job descriptions for all jobs of which weight or points will be assessed.
      - Arrange the same jobs listed in the List of Jobs on a table into one job.

        For Example:

Table III.3
List of Jobs Grouping

		Previous	Current	
No	Name	Job	No	Job
1	Name AA	Office boy	1	Office boy
2	Name BB	Office boy		
3	Name CC	Security officer	2	Security officer

4	Name DD	Security officer		
5	Name EE	Logistic administration staff	3	Logistic administration staff
6	Name FF	Minimarket administration staff	4	Minimarket administration staff
7	Name GG	Minimarket administration staff		
8	Name HH	Driver	5	Driver
9	Name II	Cashier	6	Cashier
10	Name JJ	Minimarket cashier	7	Minimarket cashier
11	Name KK	Minimarket cashier		
12	Name LL	Purchasing administration staff	8	Purchasing administration staff
13	Name MM	Logistic staff	9	Logistic staff
14	Name NN	Logistic staff		
15	Name OO	General affairs staff	10	General affairs staff
16	Name PP	IT staff	11	IT staff
17	Name QQ	Marketing staff	12	Marketing staff
18	Name RR	Promotion staff	13	Promotion Staff
19	Name SS	HR staff	14	HR staff
20	Name TT	Minimarket assistant	15	Minimarket assistant
21	Name UU	Minimarket assistant		
22	Name VV	Accounting staff	16	Accounting staff
23	Name WW	IT Supervisor	17	IT Supervisor
24	Name XX	Purchasing supervisor	18	Purchasing supervisor
25	Name YY	Head of marketing	19	Head of marketing
26	Name ZZ	Head of minimarket	20	Head of minimarket
27	Name AB	Head of Minimarket		
28	Name AC	Head of logistics	21	Head of logistics
29	Name AD	Head of logistics	22	Kepala SDM dan umum
30	Name AE	Head of HR and general affairs	22	Head of HR and general affairs
31	Name AF	Head of accounting and IT	23	Head of accounting and IT

From the data listed in the List of Jobs above, it will be obtained 24 (twenty-four) different jobs.

- Group the jobs into lower job grade group, middle job grade group, and upper job grade group .

Table III.4
Spread Table

Job Grade Group	Job	Job Clasification	Spread
Lower Job Grade group	Jobs No. 1 - 16	Staff	20% to 50%
Middle Job Grade group	Jobs No. 17 – 18	Supervisory	50% to 90%
Upper Job Grade group	Jobs No. 19 – 24	Managerial	90% or more

- Select 2 (two) jobs from the low position and the high position in the List of Jobs in Table III.4. Examples of jobs with low position are HR staff, and jobs with high position are Head of HR and general affairs.
- Create a summary of the job descriptions of the two jobs .
  Example:
  1) Job description of a HR staff

- Position in the organizational structure
  - superior: head of HR and general affairs.
  - fellow workers under the same superior: general affair staff.
  - subordinate: none.
- Main function
  - be responsible for carrying out HR recruitment and placement;
  - administer employees' performance, payroll, training, data, and list of attendance;
  - other activities related to HR.
- Work environment

  Working in the headquarter's office environment and at a certain time visiting the minimarket.
- Job specifications
  - experience: 5 years as HR Staff.
  - education: undergraduate.
  - competence: organizational knowledge, trustworthiness, business ethics, able to work as a team.

2) Job description of a Head of HR and general affairs

- Position in the organizational structure
  - superior: general manager.
  - fellow workers under the same superior: head of marketing, head of minimarket, head of logistics, and head of accounting and IT.
  - subordinate: HR staff and general affair staff.
- Main function
  - being responsible for managing human resources, including: recruiting and placing HR in the appropriate position;
  - maximizing HR's productivity;
  - ensuring all HR activities comply with legislation;
  - making compensation policies which are internally equal and externally competitive, but comply with the Company's capabilities;
  - planning HR needs and organizational development;
  - being responsible for managing office operations and assets, including: ensuring the need of office equipment, building maintenance, operation and maintenance of office vehicles, as well as the Company's license.

- Work environment

  Working in the headquarter's office environment and at a certain time visiting the minimarket.

- Job specifications

  experience: 10 years as a HR and general affairs manager.

  - education: undergraduate.
  - competence: leadership, work skills, managerial skills, motivating and inspirational ability, and ability to improve performance.

In an actual job evaluation, the job description above must be complete. This is to assist in conducting a job evaluation.

b. Assessing and assigning points for each compensable factor according to the Factor Points Table.

- Evaluate the jobs according to the factors in the Factor Point Table below based on job descriptions.

Table III.5
Factor Point Table

Factors	Points	Factor Derivatives	Factor Derivative Points				
			One	Two	Three	Four	Five
Skill	300	Knowledge	10	30	60	90	120
		Experience	0	20	60	130	180
Effort	120	Physical	10	10	20	30	40
		Mental	10	20	40	60	80
Responsibility	480	Regulation	20	40	120	160	240
		Financial	0	40	120	160	240
Working Environment	100	Working condition	0	10	20	30	40
		Hazard	0	10	20	40	60
Total	1000						1000

In the example of Factor Point Table above, the data in the columns of factor, factor derivatives, their levels and points are predetermined. Each derivative factor is given 5 (five) point levels. The higher the level, the larger the point.

- Furthermore, for this minimarket business, it is made explanation of each level of the factor derivatives as follows:

  1) The levels of the factor derivative of knowledge are defined as levels of educational attainment, those are:

     1 = Elementary;

2 = Junior High;

3 = Senior High;

4 = Diploma; and

5 = Undergraduate.

2) The levels of the factor derivative of experience are defined as length of service in the job within years:

1 = < 1 year;

2 = 1 to 2 years;

3 = 3 to 6 years;

4 = 7 to 10 years; and

5 = > 10 years.

3) Levels of the factor derivative of physical are understood as the extent to which Workers/Labourers are physically exhausted (using much of physical exertion) when performing their work. In general, the lower the position in the organizational structure, the larger the point.

4) Levels of the factor derivative of mental are defined as the extent to which Workers/Labourers are mentally exhausted when performing their work. In general, the higher the position in the organizational structure, the larger the point level.

5) Levels of the factor derivative of regulation are defined as the authority in making a decision or provision according to their fields. The higher a job in the organizational structure, the larger the points for the job. In general, this derivative factor is owned by jobs with responsibility for managing work units (structural position) such as supervisors, managers and so on.

6) Levels of the factor derivative of financial are defined as the authority to manage finances according to their capacity. The higher a job in the organizational structure, the larger the points for the job. In general, this factor derivative is owned by the jobs with the responsibility for managing the work units (structural position) such as, corporate finance managers, managers managing finances in their respective units and so on.

7) Levels of the factor derivative of working condition are

defined as the comfort level of the workplace. In general, the higher a job in the organizational structure, the smaller the point. The lower a job in the organizational structure, the larger the point.

Levels of the factor derivative of hazard are defined as the levels of occupational hazards that Workers/Labourers may suffer from. In general, the higher a job position in the organizational structure, the smaller the point. The lower the position in the organizational structure, the larger the point.

- Based on the definition of level of the factor derivatives above and job description, it may be obtained point for this following jobs:
  1) Head of HR and general affairs
     - Competence and education (undergraduate) → knowledge = 120 [level 5);
     - Experience: 10 years → experience = 130 (level 4);
     - Working using little physical exertion → physical = 10 (level 1);
     - Working with a lot of mental stress → mental = 60 (level 4);
     - Having high authority in making decisions/policies (position in the organizational structure is one level below highest position) → regulation = 160 (level 4);
     - Having authority to manage the finances/budget of the work unit he/she leads (position in the organizational structure is one level below the highest position) → finance = 160 (level 4);
     - Low occupational accident risk → working conditions = 0 (level 1);
     - Risiko kecelakaan kerja rendah → hazard = 0 (level 1).
  2) HR staff
     - Competence and education(undergraduate) → knowledge = 120 (level 5);
     - Experience: 5 years → pengalaman = 60 (tingkat 3);
     - Working using little physical exertion → physical =

10 (level 1);

- Working with little mental stress → mental = 20 (level 2);
- Having little authority in making decisions/policies (position in the organizational structure is under the position of head of work unit) → regulation = 20 (level 1);
- Having no authority in managing finances/budget (position in the organizational structure is under the head of the work unit) → finance = 40 (level 2);
- Workplace condition is in an office with AC [high comfort and shared room] → working condition = 0 (level 1);
- Fairly low occupational accident risk → hazards = 0 (level 1).

c. Sum up the points of compensable factors of each job (total points). The evaluation result in the form of weight or points from the above factor derivatives is input into the Job Evaluation Result Table, of which the total points are obtained as follows:

Job	Skill			Effort			Responsibility			Environment			Total Points
	Knowledge	Experience	Total	Physical	Mental	Total	Regulation	Financial	Total	Working condition	Hazard	Total	
Head of HR and general affairs	120	130	250	10	60	70	160	160	320	0	0	0	640
HR staff	120	60	180	10	20	30	20	40	60	0	0	0	270

d. Make a list of jobs sorted by their total points. In the same way, evaluate other jobs so that all points are obtained for each job as in the List of Jobs and Total Points below .

Table III.7
List of Jobs and Point Total

Sequence Number	Job	Point Total
1	Office boy	150
2	Security officer	170
3	Driver	180
4	Minimarket administration staff	190
5	Purchasing administration staff	190
6	Logistic administration staff	220
7	Cashier	230
8	Minimarket cashier	230
9	HR staff	270
10	Logistic staff	270
11	General affairs staff	270
12	Accounting staff	270
13	Promotion staff	270
14	Marketing staff	270
15	IT staff	290
16	Minimarket assistant	290
17	Purchasing supervisor	460
18	IT supervisor	480
19	Head of HR and general affairs	640
20	Head of minimarket	660
21	Head of logistics	660
22	Head of Marketing	670
23	Head of accounting and IT	670
24	General manager	870

C. Stage of Wage Structure and Scale Formulation.

STEP 1

Determine the lower limit of the smallest total point and the upper limit of the largest total point.

By rounding (in hundreds) downwards for the smallest total point (150) and rounding (in hundreds) upwards for the largest total points (870), it is obtained:

Total smallest points = 150 → lower limit = 100

The largest total points = 870 → upper limit = 900

STEP 2

Determine the number of Job Grade based on the total point interval.

(Number of intervals = number of Job Grade).

Determine the total point interval.

For example: interval = 100, then the number of intervals needed to divide the total points between the lower limit and the upper limit is:

$$\text{Number of interval} = \frac{\text{upper limit - lower limit}}{\text{interval}} = \frac{900 - 100}{100} = 8$$

From the calculation above, the number of Job Grade = 8.

STEP 3

Make Total Point Interval and Job Grade Table .

Table III.8
Table of Total Point Interval and Job Grade

Total Point Interval	Job Grade
100 – 200	1
201 – 300	2
301 – 400	3
401 – 500	4
501 – 600	5
601 – 700	6
701 – 800	7
801 – 900	8

STEP 4

Determine the spread for each Job Grade based on Spread Table.

From the jobs listed in the List of Jobs and Total Points and the Spread Table, these jobs may be classified as follows:

Table III.9
List of Job Classification

Sequence Number of Jobs	Job Grade	Job Clasification	Spread
1 – 16	1 – 3	Staff	20% - 50%
17 – 18	4	Supervisory	50% - 90%
19 – 24	5 – 8	Managerial	90% atau lebih

If the spread for job classification of staff = 40%, supervisory = 80%, and managerial = 100%, then they are added to Table of Total Point Interval and Job Grade, the following table is obtained:

Table III.10
Total Point Interval and Job Grade Table

Total Point Interval	Spread	Job Grade
100 – 200	40%	1
201 – 300	40%	2
301 – 400	40%	3
401 – 500	80%	4
501 – 600	100%	5
601 – 700	100%	6
701 – 800	100%	7
801 – 900	100%	8

STEP 5

Make a Wage Structure and Scale Table with spread.

Job Grade and spread are taken from the Interval, Spread and Job Grade Table, so as to be as follows:

Table III.11
Wage Structure and Scale Table
with Spread and Job Grade

Spread	Job Grade	Smallest Wage (Rp)	Middle Wage (Rp)	Largest Wage (Rp)
40%	1			
40%	2			
40%	3			
80%	4			
100%	5			
100%	6			
100%	7			
100%	8			

STEP 6

Determine the lowest middle wage of the lowest Job Grade (grouping of jobs with the smallest total points).

In the event that jobs with the smallest total points have different wages, the determination of the lowest wage is calculated on the basis of the average of these different wages.

Determine the highest middle wage of the highest Job Grade (grouping of jobs with the largest total points).

In the event that jobs with the largest total points have different wages, the determination of the highest wage is calculated on the basis of the average of these different wages.

Calculate the average wages of the jobs with the smallest and the largest total points.

The smallest total point = 150

Name AA office boy Rp2,000,000.00

Name BB office boy Rp2,100,000.00

The average wage is Rp2,050,000.00 → the lowest wage

The largest total point = 870

The average wage is : Rp20,000,000.00 → the highest wage

Assume:

the lowest wage = the lowest middle wage of the lowest Job Grade; and

the highest wage = the highest middle wage of the highest Job Grade.

Input the data into the following table:

Table III.12
Wage Structure and Scale Table
with the Lowest Middle Wage and the Highest Middle Wage

Spread	Job Grade	Smallest Wage (Rp)	Middle Wage (Rp)	Largest Wage (Rp)
40%	1		2,050,000.00	
40%	2			
40%	3			
80%	4			
100%	5			
100%	6			
100%	7			
100%	8		20,000,000.00	

STEP 7

Calculate all middle wages that are between the lowest middle wage and the highest middle wage using the formula of straight-line equation:

$Y = a + b (X)$

Point coordinate (X, Y):

Point A → X_1 = Job Grade = 1

Y_1 = middle wage = 2,050,000

Point B → X_8 = Job Grade = 8

Y_8 = Middle wage = 20,000,000

Calculate the value of b by subtracting equation 2 with equation 1:

Equation 2 → 20,000,000 = a + b (8)

Equation 1 → 2,050,000 = a + b (1) _

17,950,000 = b (7)

b = 17,950,000 : 7

b = 2,564,286

Calculate the value of a by inputting the value of b (2,564,286) in equation 1.

Equation 1 → 2,050,000 = a + 2,564,286 (1)

a = 2,050,000 – 2,564,286

a = - 514,286

Calculate the middle wage of Job Grade 2:

Straightline equation → $Y_2 = a + b (X_2)$

Y_2 = - 514,286 + 2,564,286 (2)

Y_2 = 4,614,286

Thus, the middle wage of Job Grade 2 is Rp4, 614,286.00.

In the same way, calculate the middle wage for the Job Grade 3 to 7 as the table below:

Table III.13
Wage Structure and Scale Table
with the Middle Wages for Each Job Grade

Spread	Job Grade	Smallest Wage (Rp)	Middle Wage (Rp)	Largest Wage (Rp)
40%	1		2,050,000.00	
40%	2		4,614,286.00	
40%	3		7,178,571.00	
80%	4		9,742,857.00	
100%	5		12,307,143.00	
100%	6		14,871,429.00	
100%	7		17,435,714.00	
100%	8		20,000,000.00	

STEP 8

Calculate the smallest wage and the largest wage for each Job Grade using the formulas in the Wage Scale Formula Table.

$$\text{Smallest wage} = \frac{2 \times \text{middle wage}}{\text{spread} + 2}$$

$$\text{Largest wage} = \frac{(2 \times \text{middle wage}) \times (\text{spread} + 1)}{\text{spread} + 2}$$

For Job Grade 1:

$$\text{Smallest wage} = \frac{2 \times 2{,}050{,}000}{40\% + 2} = \frac{4{,}100{,}000}{2{,}4}$$

$$= 1{,}708{,}333$$

$$\text{Largest wage} = \frac{(2 \times 2{,}050{,}000) \times (40\% + 1)}{40\% + 2} = \frac{4{,}100{,}000 \times 1{,}4}{2{,}4}$$

= 2,391,667

With the same formula, calculate the smallest wages and the largest wages for Job Grades 2 to 7.
Thus, Wage Structure and Scale for minimarket business can be seen in the Table below:

Table III.14
Wage Structure and Scale Table
of Minimarket Business using Factor Point Method
(for A Company Which is Operating)

Job Grade	Smallest Wage (Rp)	Middle Wage (Rp)	Largest Wage (Rp)
1	1,708,333.00	2,050,000.00	2,391,667.00
2	3,845,238.00	4,614,286.00	5,383,333.00
3	5,982,143.00	7,178,571.00	8,375,000.00
4	8,119,048.00	9,742,857.00	11,366,667.00
5	8,790,815.00	12,307,143.00	15,823,469.00
6	9,914,286.00	14,871,429.00	19,828,571.00
7	11,623,810.00	17,435,714.00	23,247,619.00
8	13,333,333.00	20,000,000.00	26,666,667.00

EXAMPLE IV

FORMULATION OF WAGE STRUCTURE AND SCALE USING FACTOR POINT METHOD (FOR A NEW COMPANY)

A new company is a Company that already has the jobs required to run the Company, but there is no any Worker/Labourer, so there is no any wages yet.
Basically the formulation of Wage Structure and Scale for a new Company is the same as the Example III. The differences are in the Stage of Job Analysis, Stage of Job Evaluation, and Step 6. At the Stage of Job Analysis, the Employer can search data or information concerning a job description from various sources. Based on the job description, a job evaluation could be conducted. In Step 6 of Example III, the determination of middle wage is obtained from the existing Workers'/Labourers' wages. Whereas in a Company which does not have any Workers/Labourers yet, the Employers need to seek information on wages from outsiders who have an industry and jobs with tasks and responsibilities that are relatively the same. Data or information on wages required are at least the data on wages for jobs with the smallest and largest total points.
Steps for the formulation of Wage Structure and Scale using factor point method for a new Company can be implemented according to the flow chart as follows:

START

STAGE OF JOB ANALYSIS[1)]

Conduct job analysis activities by collecting information on jobs, analyzing them, and describing results of the analysis in the form of job descriptions.
Result of a Job analysis is a job description.

STAGE OF JOB EVALUATION

Conduct job evaluation activities to weight or assess jobs.
Result of a Job evaluation is List of Jobs and Total Points..

STAGE OF SETTING OF WAGE STRUCTURE AND SCALE

STEP 1
Determine the lower limit of the smallest total point and the upper limit of the largest total point[2)].

STEP 2
Determine the number of Job Grades based on the total point interval.
(Number of Intervals = number of Job Grades)[3)]

STEP 3
Make a Total Point Interval and Job Grade Table [4)].

STEP 4
Determine the spread for each Job Grade based on Spread Table[5)].

[1)] To conduct the Stage of Job Analysis, the Employer may search data or information concerning a job description from various sources .

[2)]The lower limit of the smallest total point is the downward rounding of the smallest total point. The upper limit of the largest total point is the upward rounding of the largest total point .

[3)] There is no any provision requiring that the interval distance must be the same. The larger total points. the higher interval distance. The easy way is to make the same interval distance .
When the total point is in 3 (three) digits, the interval can be determined = 100.
Number of interval is calculated by the formula of:

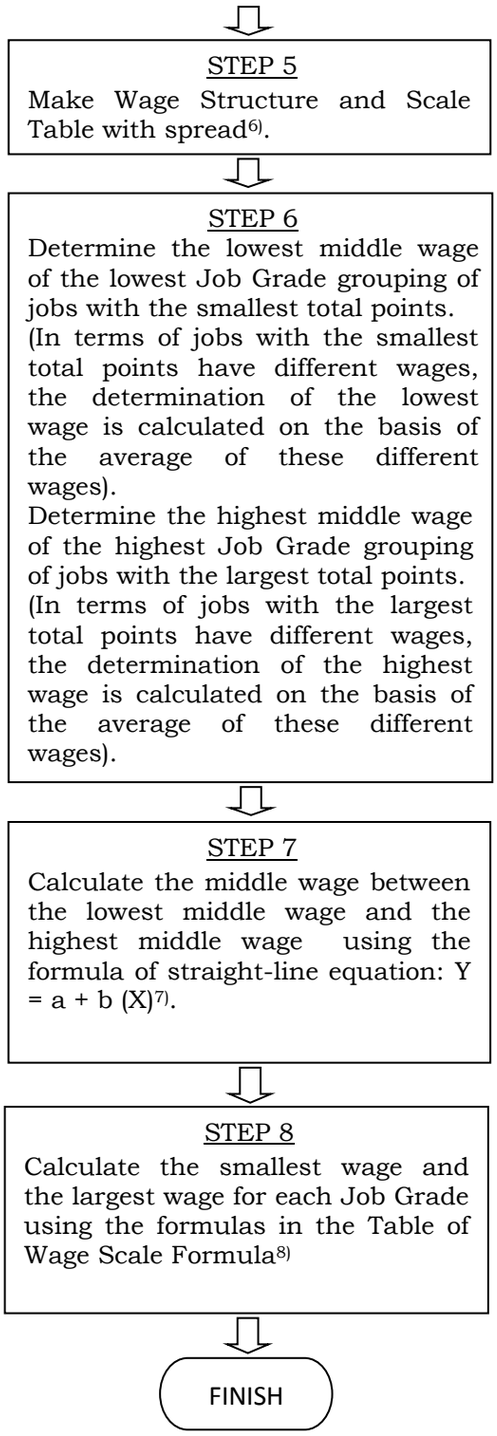
$$\text{Number of interval} = \frac{\text{upper limit} - \text{lower limit}}{\text{interval}}$$

[4)] Total Point Interval and Job Grade

Total Poin Interval	Job Grade
Lowest interval	Lowest Job Grade
.....	.....
Highest interval	Highest Job Grade

[5)] Spread Table

Job Grade Group	Job	Job Classification	Spread
Lower Job Grade group	Operator, Secretary, Auditor, and so on .	Staff	20% to 50%
Middle Job Grade group	Coordinator, Supervisor, Head of Section, and so on	Supervisory	50% to 90%
Upper Job Grade group	Manager, General Manager, and so on.	Managerial	90% or more



6) Wage Structure and Scale Table

Spread	Job Grade	Smallest Wage	Middle Wage	LargestWage
Narrowest Spread	Lowest Job Grade		Lowest Wage	
	.....		.....	
Widest Spread	Highest Job Grade		Highest Wage	

7) Description :
Y is middle wage;
X is a Job Grade;
a is an intercept (intercept of the wage policy line with the axis Y);
b is slope (slope of wage policy line).

Way to calculate:
- Calculate the value of b:
  Equation 1 $\rightarrow Y_1 = a + b (X_1)$.
  Equation 2 $\rightarrow Y_n = a + b (X_n)$.
  When equation 2 is substracted by equation 1, the value of b is obtained.
- Calculate the value of a:
  Input the value of b in equation 1, then the value of a is obtained.
- When a and b are known, then middle wage (Y) for another Grade Job (X) can be calculated .

[8] Wage Scale Formulas Table*)

No.	Smallest Wage (Min)	Largest Wage (Max)	Spread	Middle Wage (Mid)
1	Known	Known	$\frac{(Max - Min) \times 100\%}{Min}$	$\frac{(Max + Min)}{2}$
2	Known	Min x (Spread + 1)	Known	$\frac{Min \times (Spread + 2)}{2}$
3	Known	(2 x Mid) – Min	$\frac{2 \times (Mid - Min)}{Min}$	Known
4	$\frac{Max}{Spread + 2}$	Known	Known	$\frac{Max \times (Spread + 2)}{2 \times (Spread + 1)}$
5	(2 x Mid) - Max	Known	$\frac{2 \times (Max - Mid)}{2 \times (Mid - Max)}$	Known
6	$\frac{2 \times Mid}{Spread + 2}$	$\frac{(2 \times Mid) \times (Spread + 1)}{Spread + 2}$	Known	Known

*)Note:
If 2 values of 4 values of Wage Scale are known, then the other 2 values can be calculated. A Wage Scale value includes the smallest wage (min), the largest wage (max), spread, and middle wage (mid).

Example:
When the spread value and the middle wage value are known, then using the formulas in the Table of Scale Formula number 6, the smallest wage and the largest wage can be calculated..

Example of formulation of Wage Structure and Scale using factor point method for a minimarket business.

A. Stage of Job Analysis.

Conduct job analysis activities by collecting information on jobs, analyzing them, and describing results of the analysis in the form of job descriptions. Result of a Job analysis is a job description. To conduct this Stage of Job Analysis, Employer may search for data or information on job descriptions from various sources.

B. Stage Of Job Evaluation.

Conduct job evaluation activities to weight or assess jobs. Result of a Job evaluation is a List of Jobs and Total Points.

Implementation of job evaluation activity is based on job description obtained from the Stage of Job Analysis.

1. Stage of Wage Structure And Scale Formulation.

Suppose that List of Jobs and Total Points resulted from the Stage of Job Evaluation is as follows:

Table IV.1
List of Jobs and Total Points

Sequence Number	Jobs	Total Points
1	Office boy	150
2	Security Officer	170
3	Driver	180
4	Minimarket administration staff	190
5	Purchasing administration staff	190
6	Logistic administration staff	220
7	Cashier	230
8	Minimarket cashier	230
9	HR staff	270
10	Logistic staff	270
11	General affairs staf	270
12	Accounting staff	270
13	Promotion staff	270
14	Marketing staff	270
15	IT staff	290
16	Minimarket assistant	290
17	Purchasing supervisor	460
18	IT Supervisor	480
19	Head of HR and general affairs	640
20	Head of minimarket	660
21	Head of logistics	660
22	Head of marketing	670
23	Head of accounting and IT	670
24	General manager	870

The steps for formulation Wage Structure and Scale are as follows:

1. How to formulate Wage Structure and Scale using factor point method manually.

STEP 1

Determine the lower limit of the smallest total point and the upper limit of the largest total point.
By rounding (in hundreds) downwards for the smallest total point (150) and rounding (in hundreds) upwards for the largest total points (890), it is obtained:

Total smallest points = 150 → lower limit = 100

The largest total points = 870 → upper limit = 900

STEP 2

Determine the number of Job Grades based on the total point interval.

Number of intervals = number of Job Grade.

Determine the total point interval.

For example: interval = 100, then the number of intervals needed to divide the total points between the lower limit and the upper limit is:

$$\text{Number of intervals} = \frac{\text{upper limit} - \text{lower limit}}{\text{interval}} = \frac{900 - 100}{100} = 8$$

From the calculation above, the number of Job Grade = 8.

STEP 3

Make Total Point Interval and Job Grade Table.

Table IV.2
Total Point Interval and Job Grade Table

Total Point Interval	Job Grade
100 – 200	1
201 – 300	2
301 – 400	3
401 – 500	4
501 – 600	5
601 – 700	6
701 – 800	7
801 – 900	8

STEP 4

Determine the spread for each Job Grade based on Spread Table.

From the jobs listed in the List of Jobs and Total Points and the Spread Table, these jobs may be classified as follows:

Table IV.3
List of Job Classification

Sequence Number of Jobs	Job Grade	Job Clasification	Spread
1 - 16	1 – 3	Staff	20% to 50%
17 – 18	4	Supervisory	50% to 90%
19 – 24	5 – 8	Managerial	90% or more

If the spread for job classification of staff = 40%, supervisory = 80%, and managerial = 100%, then they are added to Total Point Interval and Job Grade Table, the following table is obtained:

Table IV.4
Table of Total Point Interval, Spread and Job Grade

Total Point Interval	Spread	Job Grade
100 – 200	40%	1
201 – 300	40%	2
301 – 400	40%	3
401 – 500	80%	4
501 – 600	100%	5
601 – 700	100%	6
701 – 800	100%	7
801 – 900	100%	8

STEP 5

Make a Wage Structure and Scale Table with spread.

Job Grade and spread are taken from the Interval Table, Spread and Job Grade, so as to be as follows:

Table IV.5
Wage Structure and Scale Table
with Spread and Job Grade

Spread	Job Grade	Smallest Wage (Rp)	Middle Wage (Rp)	Largest Wage (Rp)
40%	1			
40%	2			
40%	3			
80%	4			
100%	5			
100%	6			
100%	7			
100%	8			

STEP 6

Determine the lowest middle wage of the lowest Job Grade of jobs with the smallest total points.

In the event that jobs with the smallest total points have different wages, the determination of the lowest wage is calculated on the basis of the average of these different wages.

Determine the highest middle wage of the highest Job Grade of jobs with the largest total points.

In the event that jobs with the largest total points have different wages, the determination of the highest wage is calculated on the basis of the average of these different wages

The lowest job with the smallest total points in the sample List of Jobs and Total Points is the office boy, and the highest job with the largest total points in the sample List of Jobs and Total Points is the general manager.

Suppose the Employer obtaines information on wages for an office boy and and a general manager as follows:

Wage of an office boy = Rp2,050,000.00 → the lowest wage

Wage of a general manager = Rp20,000,000.00 → the highest wage

By looking the Interval, Spread and Job Grade Table, Job Grades for an office boy and a general manager are as follows:

Office boy (total point is 150) = 1 → the lowest Job Grade.

General manager (total point is 870) = 8 → the highest Job Grade.

Assume:

The lowest wage = the lowest middle wage of the lowest Job Grade; and

The highest wage = the highest middle wage of the highest Job Grade.

Input the data into the following table

Table IV.6
Wage Structure and Scale Table
with the Lowest Middle Wage and The Highest Middle Wage

Spread	Job Grade	Smallest Wage (Rp)	Middle Wage (Rp)	Largest Wage (Rp)
40%	1		2,050,000.00	
40%	2			
40%	3			
80%	4			
100%	5			
100%	6			
100%	7			
100%	8		20,000,000.00	

STEP 7

Calculate all middle wages that are between the lowest middle wage and the highest middle wage using the formula of straight-line equation:

$Y = a + b (X)$.

Point Coordinate (X, Y):

First Point → X_1 = Job Grade = 1

Y_1 = middle wage = 2,050,000

Second Point → X_8 = Job Grade = 8

Y_8 = middle wage = 20,000,000

Calculate the value of b by subtracting equation 2 with equation 1:

Equation 2 → 20,000,000 = a + b (8)

Equation 1 → 2,050,000 = a + b (1) _

17,950,000 = b (7)

b = 17,950,000 : 7

b = 2,564,286

Calculate the value of a by inputting the value of bin equation 1:

Equation 1 → 2,050,000 = a + 2,564,286 (1)

a = 2,050,000 – 2,564,286

a = -514,286

Calculate the middle wage of Job Grade 2:

Straight-line equation → $Y_2 = a + b (X_2)$

Y_2 = -514,286 + 2,564,286 (2)

Y_2 = 4,614,286

In the same way, calculate the middle wage for the Job Grades 3 to 7 as the Table below:

Table IV.7
Wage Structure and Scale Table
with the Middle Wages for Each Job Grade

Spread	Job Grade	Smallest Wage (Rp)	Middle Wage (Rp)	Largest Wage (Rp)
40%	1		2,050,000.00	
40%	2		4,614,286.00	
40%	3		7,178,571.00	
80%	4		9,742,857.00	
100%	5		12,307,143.00	
100%	6		14,871,429.00	
100%	7		17,435,714.00	
100%	8		20,000,000.00	

STEP 8

Calculate the smallest wage and the largest wage for each Job Grade using the formulas in the Wage Scale Formula Table.

2(two) values that have been known are spread and middle wage, so to calculate the smallest wage and the largest wage formula in number 6 from the Table of Wage Scale Formula (see flowchart STEP 8) is used.

$$\text{Smallest wage} = \frac{2 \times \text{middle wage}}{\text{spread} + 2}$$

$$\text{Largest wage} = \frac{(2 \times \text{middle wage}) \times (\text{spread} + 1)}{\text{spread} + 2}$$

For Job Grade 1:

$$\text{Smallest wage} = \frac{2 \times 2{,}050{,}000}{40\% + 2} = \frac{4{,}100{,}000}{2{,}4}$$

$$= 1{,}708{,}333$$

$$\text{Largest wage} = \frac{(2 \times 2{,}050{,}000) \times (40\% + 1)}{40\% + 2} = \frac{4{,}100{,}000 \times 1{,}4}{2{,}4}$$

$$= 2{,}391{,}667$$

With the same formula, calculate the smallest wages and the largest wages for Job Grades 2 to 7.

Thus, Wage Structure and Scale for new minimarket business are as the table below:

Table IV.8
Table of Wage Structure and Scale
of Minimarket Business using Factor Point Method
(for a New Company)

Job Grade	Smallest Wage (Rp)	Middle Wage (Rp)	Largest Wage (Rp)
1	1,708,333.00	2,050,000.00	2,391,667.00
2	3,845,238.00	4,614,286.00	5,383,333.00
3	5,982,143.00	7,178,571.00	8,375,000.00
4	8,119,048.00	9,742,857.00	11,366,667.00
5	8,790,815.00	12,307,143.00	15,823,469.00
6	9,914,286.00	14,871,429.00	19,828,571.00
7	11,623,810.00	17,435,714.00	23,247,619.00
8	13,333,333.00	20,000,000.00	26,666,667.00

2. How to formulate Wage Structure and Scale using factor point method using computer.

   Formulation of Wage Structure and Scale using a computer may follow the steps as are in Example II of Formulation of Wage Structure and Scale using Two Point Methods.

   a. Making a wage policy line.

   A wage policy line may be created using spreadsheets. Steps to create a wage policy line using spreadsheets are as follows:

   STEP 1:

   Input the total points of the job evaluation result into List of Jobs and Wages as the spreadsheet below:

Figure IV.1

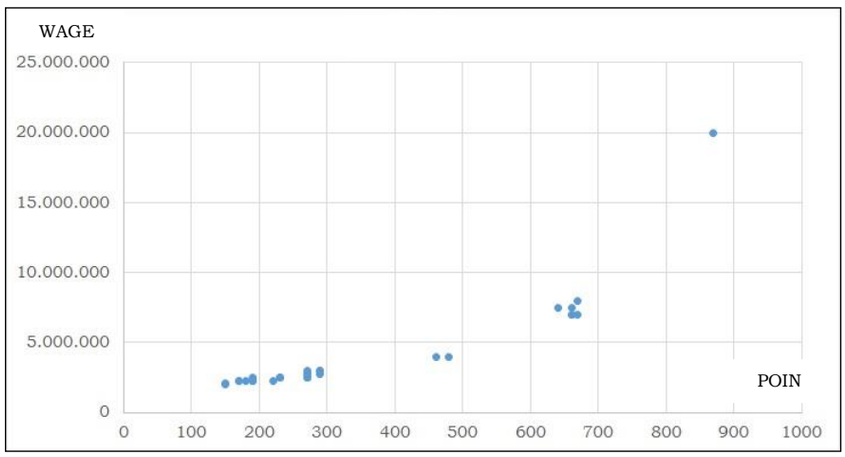
	A	B	C	D	E
1			The List of Jobs and Wages		
2	No.	Name	Job	Point	Wage
3				Total	(Rp.)
4	1	Name AA	Office boy	150	2,000,000.00
5	2	Name BB	Office boy	150	2,100,000.00
6	3	Name CC	Security officer	170	2,250,000.00
7	4	Name DD	Security officer	170	2,250,000.00
8	5	Name EE	Logistic administration staff	220	2,250,000.00
9	6	Name FF	Minimarket administration staff	190	2,250,000.00
10	7	Name GG	Minimarket administration staff	190	2,250,000.00
11	8	Name HH	Driver	180	2,250,000.00
12	9	Name II	Cashier	230	2,500,000.00
13	10	Name JJ	Minimarket cashier	230	2,500,000.00
14	11	Name KK	Minimarket cashier	230	2,500,000.00
15	12	Name LL	Purchasing administration staff	190	2,500,000.00
16	13	Name MM	Logistic staff	270	2,500,000.00
17	14	Name NN	Logistic staff	270	2,500,000.00
18	15	Name OO	General affairs staff	270	2,500,000.00
19	16	Name PP	IT staff	290	2,750,000.00
20	17	Name QQ	Marketing staff	270	2,750,000.00
21	18	Name RR	Promotion staff	270	2,750,000.00
22	19	Name SS	HR staff	270	2,750,000.00
23	20	Name TT	Minimarket assistant	290	3,000,000.00
24	21	Name UU	Minimarket assistant	290	3,000,000.00
25	22	Name VV	Accounting staff	270	3,000,000.00
26	23	Name WW	IT Supervisor	480	4,000,000.00
27	24	Name XX	Purchasing supervisor	460	4,000,000.00
28	25	Name YY	Head of marketing	670	7,000,000.00
29	26	Name ZZ	Head of minimarket	660	7,000,000.00
30	27	Name AB	Head of minimarket	660	7,000,000.00
31	28	Name AC	Head of logistics	660	7,500,000.00
32	29	Name AD	Head of HR and general affairs	640	7,500,000.00
33	30	Name AE	Head of accounting and IT	670	8,000,000.00
34	31	Name AF	General manager	870	20,000,000.00

STEP 2:

Select an area ranging from cell D2 to E33 (D2:E33).

Click menu of INSERT – CHART – SCATTER, it will be obtained SCATTER diagram as follows:

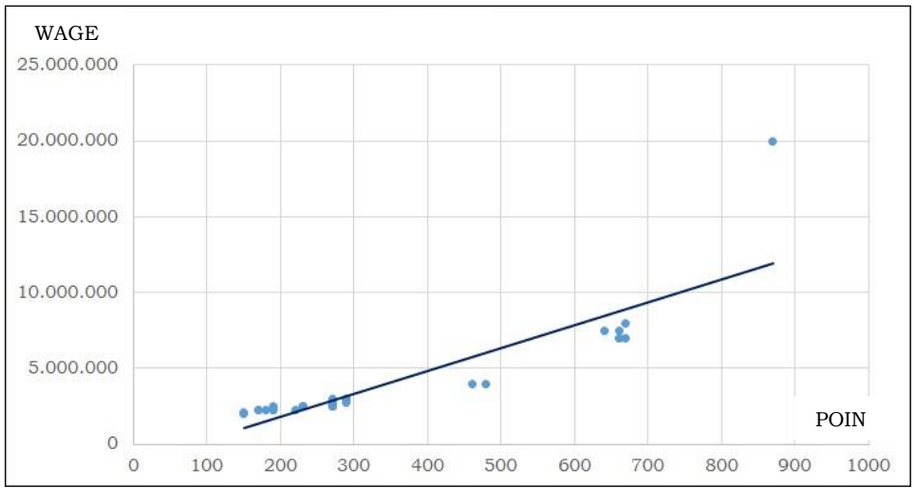
Chart IV.1



STEP 3:

Click menu of DESIGN – ADD CHART ELEMENT – TRENDLINE - LINEAR, then the following diagram will be obtained:

Chart IV.2



The line at the above points is the wage policy line based on the basic wage and the total points in the above list.

Each software product and version have very few menu and term differences, but generally they have SCATTER and TRENDLINE diagram features.

a. Making a diagram of Wage Structure and Scale.

A diagram of Wage Structure and Scale can be created using spreadsheet.

Steps to make a diagram of Wage Structure and Scale using a spreadsheet, are as follows:

STEP I:

Example : a Table of Wage Structure and Scale is in the spreadsheet as follows:

Figure IV.2

D8 | 19828571

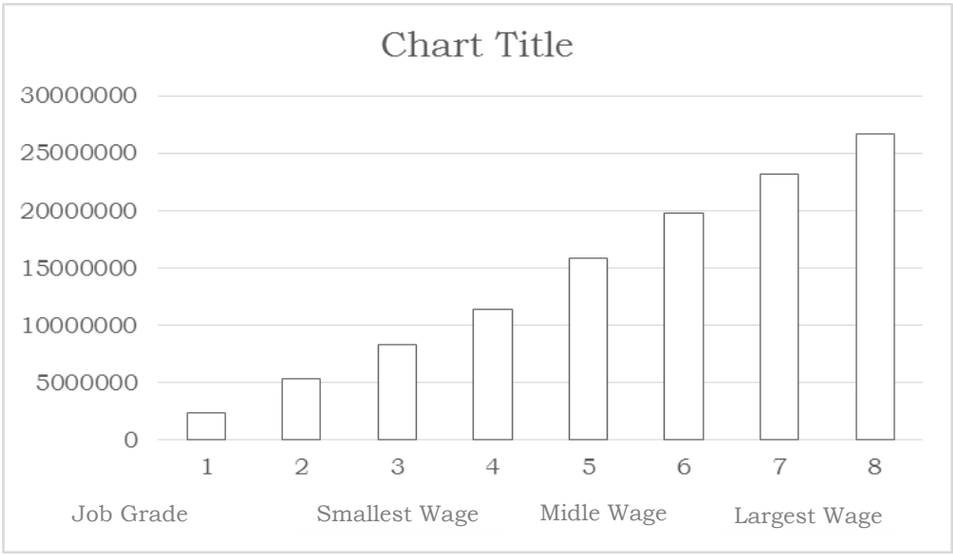
	A	B	C	D
1	Table of Wage Structure and Scale			
2	Job Grade	Smallest Wage	Middle Wage	Largest Wage
3	1	1,708,333	2,050,000	2,391,667
4	2	3,845,238	4,614,286	5,383,333
5	3	5,982,143	7,178,571	8,375,000
6	4	8,119,048	9,742,857	11,366,667
7	5	8,790,815	12,307,143	15,823,469
8	6	9,914,286	14,871,429	19,828,571
9	7	11,623,810	17,435,714	23,247,619
10	8	13,333,333	20,000,000	26,666,667
11				

STEP 2:

Select an area from cell A2 to D10 (A2:D10).

Click menu of INSERT – CHART – STOCK – OPEN – HIGH – LOW – CLOSE, the below diagram will be obtained:

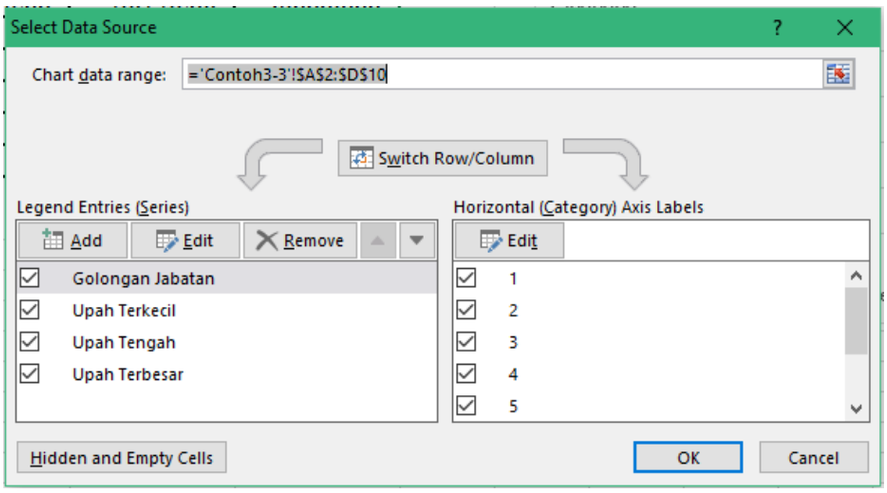
Chart IV.3



STEP 3:

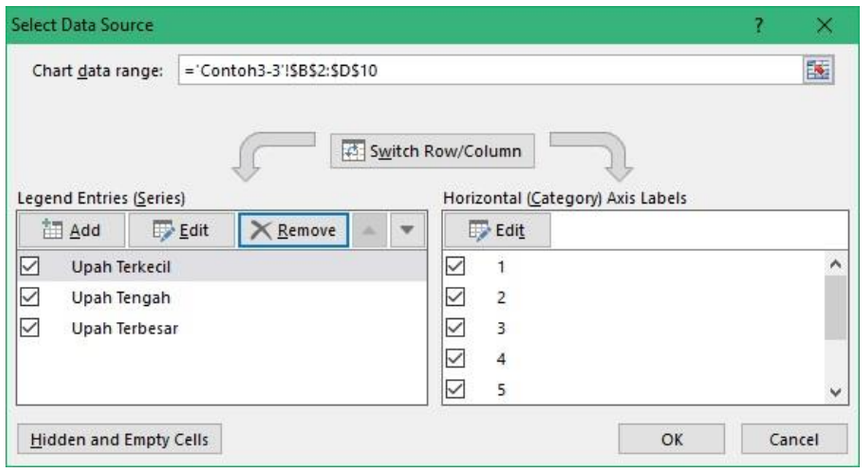
Click menu of DESIGN – SELECT DATA, then a window like below will appear:

Picture IV.3



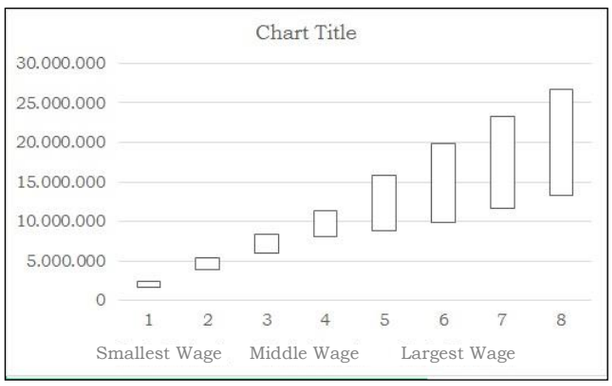
Select "Golongan Jabatan", then click REMOVE, the window will be as below:

Picture IV.4



Click OK, and the diagram becomes as below:

Chart IV.4



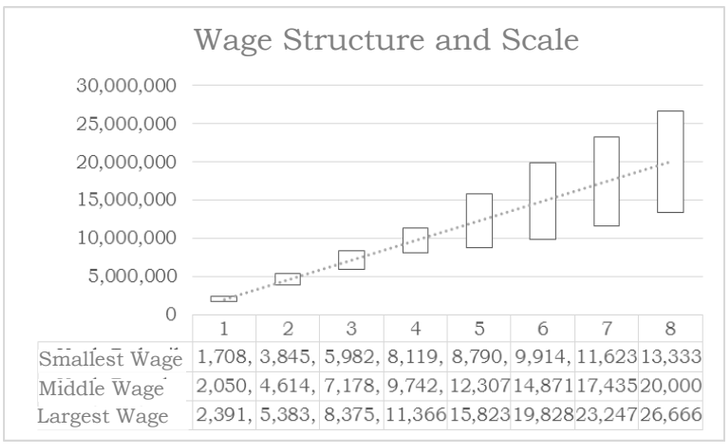
STEP 4:

Click menu of DESIGN – ADD CHART ELEMENT – TRENDLINE – LINEAR. Select "*upah tengah*", and then add the data table by: Click DESIGN – ADD CHART ELEMENT – DATA TABLE – WITH LEGEND KEYS.

Change the Chart Title into "*Struktur dan Skala Upah*".

It will result in a chart as below:

Grafik IV.5



	1	2	3	4	5	6	7	8
Smallest Wage	1,708,	3,845,	5,982,	8,119,	8,790,	9,914,	11,623	13,333
Middle Wage	2,050,	4,614,	7,178,	9,742,	12,307	14,871	17,435	20,000
Largest Wage	2,391,	5,383,	8,375,	11,366	15,823	19,828	23,247	26,666

Issued in Jakarta
On 21 March 2017

MINISTER OF MANPOWER OF
THE REPUBLIC OF INDONESIA,

signed

M. HANIF DHAKIRI