



IMPLEMENTATION OF LOCAL GOVERNMENT POLICIES REGARDING ADDITIONAL EMPLOYEE INCOME IN PERFORMANCE AT THE REGIONAL SECRETARIAT OF BALANGAN REGENCY

Khairannor*, Jamaluddin, Fahranoor

Masters Program of Government Science, Lambung Mangkurat University, Banjarmasin City, South Kalimantan, Indonesia

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***Corresponding author**

Abstract

The smooth implementation of government tasks and national development is highly dependent on its human resources, namely the state apparatus, especially civil servants (ASN). Regional performance allowances are improvements to existing allowances and will become a specific allowance to spur performance and at the same time ensure fairness in allowance. The preparation of the Employee Performance Targets (SKP) report is a requirement for ASN in Balangan Regency to receive additional employee income benefits, but the problem that occurs at the Regional Secretariat of Balangan Regency is that apparatus are still found to be late for work while the requirements for obtaining additional employee income are have a timely attendance list and do not have blank or lagging absences, the next problem is SKP reporting which should be able to motivate all employees to get additional income is still not running effectively. The purpose of this study is to find out how the implementation of local government policies regarding additional employee income in performance at the Regional Secretariat of Balangan Regency. This study used a qualitative approach with a descriptive research type. Data collection techniques used through interviews, observation and documentation. The research informants were the apparatus of the General Section, the Organizational Section, the Goods and Services Procurement Section, the Economy and Natural Resources Section, and the People's Welfare Section. Data analysis used qualitative data analysis techniques, namely data collection, data reduction, data presentation and conclusions. The results showed that the Implementation of the Additional Employee Income Policy (TPP) at the Regional Secretariat of Balangan Regency was not carried out in accordance with indicators of successful policy implementation. In the process of communication indicators, the implementation of the TPP policy has not been socialized properly and transparently to all employees because there are still officers who do not know about the implementation of the TPP award policy. In addition, the problems that are still encountered are from inadequate resources and facilities that are technical in nature but do not affect the overall performance achieved. In the process of communication indicators, the implementation of the TPP policy has not been socialized properly and transparently to all employees because there are still officers who do not know about the implementation of the TPP award policy. In addition, the problems that are still encountered are from inadequate resources and facilities that are technical in nature but do not affect the overall performance achieved. In the process of communication indicators, the implementation of the TPP policy has not been socialized properly and transparently to all employees because there are still officers who do not know about the implementation of the TPP award policy. In addition, the problems that are still encountered are from inadequate resources and facilities that are technical in nature but do not affect the overall performance achieved.

Keywords: Communication, Resource, Disposition, Bureaucratic Structure.

INTRODUCTION

Bureaucratic reform is an attempt to make major changes in a system whose goal is to change old structures, behaviors, and existences or habits (Kori et al., 2015; Manting, 2017; Mufidayati, 2017). The scope of bureaucratic reform is not only limited to processes and procedures, but also related to changes at the level of structure and attitudes and behavior (Handoko et al., 2020; Wibowo & Kertati, 2022). In line with the decentralization policy in government, in the field of staffing, some authority is handed over to the regions which are managed in the regional staffing system (Andika et al., 2019; Novita et al., 2023). The general explanation of Law Number 23 of 2014 states that regional staffing is a system and procedure regulated in legislation which includes planning, requirements,

The smooth implementation of government tasks and national development is highly dependent on its human resources, namely the state apparatus, especially civil servants (ASN) (Dal, 2021; Dadang & Ahmad, 2021; Lumintang, 2022). Government agencies are now required to create high employee performance in order to succeed in good government administration (Rachmawaty, 2020). The government must be able to build and improve performance in its environment (Wahyudi, 2014). The success of the government is influenced by several factors, one of the important factors is human resources, because human resources are actors from all levels of planning to evaluation that utilize other resources owned by the government (Latief, 2012; Mardiatia & Jannah, 2020).

Based on the conditions mentioned above, it is expected to have an influence on the local government bureaucracy or Civil Servants (PNS) as the movers and implementers of government policies in the regions (Nurhayati et al., 2019). These changes have caused the burden on Civil Servants as state apparatus, state servants and public servants to become heavier and required to be able to respond quickly to any changes that occur (Suryadi, 2022). Communities are increasingly critical and dare to demand their rights to obtain excellent service from government officials (Febiyanti, 2021). Currently the performance or performance of government officials received sharp scrutiny from the public. Therefore the government apparatus must strive to improve its performance.

In realizing effective performance management in the government environment, the Ministry of Administrative Reform and Bureaucratic Reform issued Ministerial Regulation Number 63 of 2011 concerning Guidelines for Structuring the Civil Servant Performance Allowance System, in which the amount of performance allowances given to civil servants needs to consider factor 1) the level of implementation achievement agency bureaucratic reform, 2) grades and job classes, 3) price index for position values, 4) balancing factors, and 5) province/regency/city regional performance allowance index. The point is the provision of remuneration to civil servants based on the performance of the individual concerned. Additional employee income is additional given to PNS and CPNS associated with attendance and performance appraisal.

Regional performance allowances are improvements to existing allowances and will become a specific allowance to spur performance and at the same time ensure fairness in the provision of benefits (Maruf et al., 2016; Defina et al., 2023). The provision of regional performance allowances is in the context of carrying out bureaucratic reforms in the regions. In line with the rapid development of the times and the increasing complexity of the problems faced by the state, there have also been developments in the administration of government to realize good governance with efforts to increase transparency and accountability in the management of state finances. strong.

This additional income policy is stipulated in Balangan Regent Regulation Number 9 of 2020 concerning Additional Income for Civil Servants in the Balangan Regency Government. In the Regent's Regulation it is stated that the purpose of providing additional income is to improve regional ASN discipline, increase regional ASN work motivation, improve service quality to the community, improve regional ASN performance, improve justice and welfare of regional ASN, increase regional ASN integrity, and improve administrative order. regional financial management in the Balangan Regency Government Environment.

Additional employee income (TPP) is a form of indirect compensation provided to improve the welfare and performance of civil servants. The additional income of employees in Balangan Regency will be assessed from two things, the first is the attendance system using the E-Office absence application from the Ministry of Communication and Informatics, the second is performance is measured using the e-performance application managed by BKPPD using the 'SILVA' (Daily Evaluation System) application which combines between absence and performance where attendance is taken at 40% and performance at 60% which is made in the form of an Employee Performance Target report (SKP).

There are still many SKP employees at the end of the month that cannot be assessed and cannot be approved by their superiors. This is due to the large number of employees who do not input their SKP daily reports for various reasons.

It can be seen from the attendance data for the ASN regional secretariat apparatus in Balangan Regency in May 2021 which researchers found at the time of observation that there were still many percentage deductions from TPP for the ASN regional secretariat apparatus in Balangan Regency which were caused by absence, lateness, illness, leave and data From e-performance, all of which have been accumulated, it is still not certain whether it is because the apparatus does not know Balangan Regent Regulation Number 9 of 2020 concerning Additional Income for Civil Servants in the Balangan Regency Government that the components of discipline, absence, delay and e-performance data greatly affects the accumulation of TPP results that the apparatus receives every month.

From the preliminary interview conducted by the researcher with the informant Mr. Erwindra Randy, one of the staff making the SPM for the disbursement of TPP funds for the General Section of the Regional Secretariat of Balangan Regency, as follows:

"So far there are still many regional secretariat officials in Balangan Regency who are negligent in their obligations such as inputting SKP reports as a condition for obtaining TPP, but I still do not know what factors are the cause of this, whether the apparatus do not know or do not understand the Regent's regulations regarding additional income employee. Because what I can see for sure is that through the civil servant list data, there are still many who have not submitted SKP reports." (Interview 20 February 2021).

However, from some of the facts above, different facts were found based on data that researchers found from online media regarding the performance of the Regional Secretariat of Balangan Regency in the government agency performance accountability system (SAKIP) of the ministry for the utilization of state apparatus and bureaucracy (PAN-RB). In 2021, achieving the B predicate will increase in terms of value, namely in 2020 with a value of 66.04%, in 2021 it will increase to 66.67%.

Based on the background with the problems that the researcher described in the previous paragraph, the researcher is interested in deepening the problems that occur at the Regional Secretariat of Balangan Regency by conducting more in-depth research in order to find out the implementation of policies regarding additional employee income with the research title

"Implementation of Balangan Regional Government Policies About Additional Employee Income in Performance at the Regional Secretariat of Balangan Regency ".

RESEARCH METHODS

This study uses a qualitative research approach. In this research plan, the authors want to find a real and in-depth picture of the Implementation of Local Government Policies Regarding Additional Employee Income in Performance at the Regional Secretariat of Balangan Regency. To obtain data as material to answer the problems that have been raised, this research will be conducted in a place that is in accordance with the title of this research, namely the Implementation of Balangan Regional Government Policy Regarding Additional Employee Income in Performance at the Regional Secretariat of Balangan Regency, because the Regional Secretariat office employees have implemented the TPP system to improve the performance of each employee.

Sources of data in this study are the words and actions of the informants as primary data and written data or documents that support the statements of the informants. Data sources are divided into two, namely primary data and secondary data. Data was collected through interviews and documentation. Data were analyzed descriptively.

RESULTS AND DISCUSSION

Results

To find out and analyze how the implementation of the Balangan Regional Government Policy regarding Additional Employee Income in Performance at the Regional Secretariat of Balangan Regency, the researcher uses Edward III's theory as an analytical tool for the success of policy implementation, with the following systematics.

1. Communication

Communication is something that is done in the delivery of conversations between two or more people as a provision of information to executors of existing policies. For this reason, the policy of Providing Additional Employee Income for State Civil Apparatus needs to exist for the sake of implementing appropriate policies to increase employee welfare.

Clarity of policy through socialization of the provision of additional employee income to employees of the Regional Secretariat of Balangan Regency is very influential and very important in the Implementation of the Policy for providing Additional Employee Income (TPP). For this reason, socialization activities must be carried out for employees of the Regional Secretariat of Balangan Regency, so that it is hoped that each employee can know their rights and obligations as servants of the state and the policies given. Consistency in this TPP policy can be seen in the components of performance appraisal and the realization of the implementation of appropriate policies so as to improve the performance of Civil Servants as stated in the Regent's Regulation No. 9 of 2020 concerning guidelines for providing additional employee income within the Balangan Regency government. Clarity and consistency in the delivery of information is indeed very useful, the impact will be to provide a good performance so that the delivery of information must be clear so that it can be understood. As for the response of the informant Ms. Nova Damaiyanti who is also an employee with the position of apparatus HR analyst at the General Section of the Balangan Regency secretariat, regarding the socialization that has been given regarding additional employee income within the scope of the Regional Secretariat of Balangan Regency, said as follows the following interview excerpt:

"The implementation of TPP has been running for more than 3 years, we employees here have never received socialization regarding this policy. I myself got information about this benefit through the news and co-workers. Usually socialization is only given to officials of regional apparatus organizations at the Regent's office, ordinary employees are not involved". (interview 20 May 2022)

Furthermore, the same thing was said by Mr. Didik Haryanto, one of the employees in the Organizational Section, with interview excerpts as follows:

"As far as I can remember there was no socialization related to TPP internally, there was only general submission through the Regent's circular letter. If the heads of the Dinas and officials here may have participated in TPP socialization. If I only carry out basic tasks, TPP matters, let the leadership and other officials take care of it". (interview 4 July 2022)

From the results of the interviews above, it can be seen that even though there is no direct outreach to each employee regarding the additional employee income policy, much information about TPP is already known. In addition, it is also seen that the readiness of employees to receive additional employee income benefits is welcomed even though information regarding additional income benefits is not obtained through direct socialization internally. In general, information regarding the additional employee income policy is obtained through both print and electronic media as well as circular letters from the Regent. Besides the readiness of the employees, it is also followed by the readiness of the implementers, in this case the Head of Sections and structural officials at the Balangan Regency Regional Secretariat in implementing additional employee income within the scope of the organization they are fostering.

As for the implementation's understanding, in this case the Regional Secretary of Balangan Regency and the Head of Section in implementing the implementation of additional income allowances are sufficient, this can be seen from an interview excerpt from one of the informants Mr. Taufiq qurrahman who is also the Head of the Development Administration Section at the Balangan Regency regional secretariat, said as following:

"We already understand the policy of granting TPP, the regional secretary has explained to all Heads of Sections at that time, there are also Regent Regulations related to TPP so I think for sure my fellow employees at the Regional Secretariat office of Balangan Regency already know everything". (Interview 20 May 2022)

Communication is "a process of delivering information to the communicant communicator". Information related to public policy according to Edward III in Widodo (2010) must be conveyed to policy implementers so that policy implementers know what they must do and what they must prepare to carry out the policy so that the goals and objectives of the policy can be achieved as expected. From the results of the interviews above it was identified that the policy executors, in this case the Regional Secretary of Balangan Regency and the Heads of Sections at the Regional Secretariat of Balangan Regency, had understood what their staff would do, by holding internal meetings with all structural and internal officials.

The results of interviews with the Head of the Goods and Services Procurement Section, Mr. Muhammad J, also shared the same view regarding the understanding of policies regarding additional employee income through communication, as quoted below:

"Communication is important so that there is a common perception among all employees of the Balnagan Regency Regional Secretariat regarding the implementation of the TPP. The goal is that there is no social jealousy between employees regarding the difference in the number of TPP received and that

communication has been carried out by the Head of each Section although not to all employees". (interview 4 July 2022)

Subsequent opinions from Mr. Abdul Said, the people of Lasung Batu Village, Paringin District, Balangan Regency regarding apparatus communication with the community are as follows:

"The communication of the apparatus in the Balangan Secretary's office is good and friendly to every member of the public who deals in this office. In my opinion, the performance of the apparatus is very fast and the response does not slow it down". (interview 20 August 2022)

Subsequent interviews with informants from the community Mr. Norifansyah from Bungin Village, South Paringin District, Balangan Regency are as follows:

"The performance of the apparatus in this office is good, communication with the community is easy to understand, very helpful for the people who deal with it. We also do not know about the additional employee income policy for ASN officials in Balangan Regency because I am an ordinary person, not from the apparatus". (interview 10 August 2022)

The same opinion was also conveyed by one of the community informants Paringin Village, City of Balangan Regency, Mr. Agus Suhadi as follows:

"I've heard from my family that the civil servants in Balangan, apart from having a salary, also get additional employee income from the local government. For the performance of the apparatus in the Regional Secretary's office, the communication between employees and the community is very friendly and serves the people they deal with". (interview 4 July 2022)

From the interview excerpts from some of the informants above, it can be concluded that the communication aspect in the implementation of the TPP award policy for employee performance is something that is really needed to maintain harmony and a good working climate at the Regional Secretariat of Balangan Regency. Even though it is realized that the implementation in the form of outreach is still limited, the employee's understanding of the additional income policy is quite good.

2. Resource

Optimizing a policy that has been set by the government is a factor and an indicator that must be considered is the implementing element of a policy. Executors of these policies are executors who are competent and have good quality and produce good output and satisfactory results in carrying out the assigned tasks. The resources that will be analyzed in this study are human resources, budget and supporting equipment, in the implementation of the policy of granting TPP to the Regional Secretariat of Balangan Regency.

The excerpts from the results of the interview regarding the existence of human resources owned by the Regional Secretariat of Balangan Regency, with an interview with Mr.

"There are a lot of human resources here and they have good education. From my experience working here, I see that the tasks assigned to employees are carried out quite well. In general, they understand their duties and it is only natural that they get TPP as an appreciation for their performance". (Interview 10 August 2022)

Human Resources is indeed very influential in carrying out policy implementation because as a policy implementer one must have the ability to implement every regulation so

that it can be implemented and run properly. Starting from prospective employees and Civil Servants as well as leaders or superiors, they must coordinate with each other so that each resource can carry out its duties and roles properly. The personal motivation of each employee is very influential as a resource in carrying out their main duties to provide services to the community in order to improve the quality and quality of education. The discipline and performance of each employee forms the basis for the management's assessment to determine the additional income they receive each month.

Budget planning has a very important role in the management of state finances that must be carried out. The existence of good planning will certainly support the achievement of optimal budget absorption. In the implementation process, of course, human resources have a contribution that is no less important in achieving the target of budget absorption that is required every year. As for the budget resources allocated in the post for additional employee income payments, there were responses from several informants, as quoted from an interview with Mr. Sarkawi as Staff of the People's Welfare Section as follows:

"TPP payments to the Regional Secretariat of Balangan Regency, Alhamdulillah, are still being paid even though the area's financial conditions are limited. Many budget cuts for SKP Duta's activities occurred during the corona pandemic, but our TPP allowances are still being paid, although not as big as before the pandemic". (Interview 30 August 2022)."

From the statement of the informant above, it is also reinforced by the statement of one of the informants, Erwindra Randi, the general section of finance staff, as quoted from the following interview:

"In my opinion, the management of regional finances in Balangan Regency was well planned, because we know that during the corona pandemic, it was a difficult time. Many of the Government's activity budgets were cut, especially for development programs, including the budget for the Regional Secretariat of Balangan Regency, which was diverted to dealing with corona, including the TPP budget. But here we can still receive TPP every month, even though there is a reduction because it is adjusted to limited working hours". (May 20, 2022)

From the interview results above, of course, an overview can be drawn regarding the influence of the quality of human resources on policy implementation to budget planning and also budget absorption. Structurally, human resources are the core or root cause of policy implementation and planning, as well as suboptimal budget absorption. Because, if the quality of the available human resources is good, it will be much easier to be able to implement policies and plans as well as absorb the budget to ensure employee welfare. Human Resources in this case plays a very important role as an implementer which has an impact on the success of implementation. in the initial planning process carried out to achieve the target.

In addition to budgetary resources, supporting equipment is also an important tool in supporting and supporting the implementation of a policy. Fingerprint facilities, computers, filing cabinets, and official vehicles are needed to support employee operations as supporting facilities. As for the informants' responses regarding the available resources to support policy implementation, as quoted from an interview with Mr. Muhammad J, Head of the Goods and Services Procurement Section, as follows:

"The equipment in supporting the implementation of policies at the Regional Secretariat of Balangan Regency is sufficient, because it is supported by complete facilities for implementing policies such as fingerprint absences and others". (Interview 20 May 2020)

Supporting facilities in implementing the policy of providing additional employee income in improving employee performance at the Regional Secretariat of Balangan Regency are sufficient. This can be seen from the results of interviews where the priority of employee absence tools and employee absence filing cabinets is quite complete which can be used in a relatively permanent period and provide benefits for the future. Work facilities are very important, because they can support employee performance.

Work facilities are related to employee job satisfaction because they are related to fulfilling work needs. Employees who feel their needs are met will prepare themselves as employees who are satisfied with their work. Conversely, dissatisfaction arises when one or part of the needs cannot be met. The following are the results of interviews related to Mr. Didik Hariyanto's views as an informant on employee job satisfaction supported by adequate equipment facilities, as follows:

"We are comfortable working if the equipment is available and supports it, for example when employees are going to visit areas where there are official vehicles used, want to work on compiling performance reports, have computers ready to use, want to read news, have an internet network and the comfort of a cool room with good air circulation. Good. Of course, our employees will feel at home in the office and be able to complete a lot of workloads". (interview 14 June 2022)

Subsequent opinion from Mr. Abdul Said, the community of Lasung Batu Village, Balangan Regency regarding apparatus communication with the community is as follows:

"There are quite a lot of apparatus resources in the regional secretary's office in serving the community, I think it is also sufficient because I see that each field has staff so that I feel the work can be handled properly". (interview 20 August 2022)

The next interview with an informant from the community, Mr. Norifansyah from South Paringin, Balangan Regency, is as follows:

"I think there are a lot of employees here because there are honorary employees who also help with the work of the personnel here and I think the personnel here have good resources because they are graduates from what I know". (interview 10 August 2022)

The same opinion was conveyed by an informant from the Paringin community, City of Balangan Regency, Mr. Agus Suhadi as follows:

"Yes, the resources at the regional secretary's office are quite a lot, all fields have staff who serve the community and the apparatus resources at the Balangan regional secretary's office have a high level of understanding of the wishes of the community". (interview 4 July 2022)

Based on the results of research conducted at the Balangan Regency Regional Secretariat office, it was revealed that work facilities are supporting facilities in physical employee activities, and are used in bureaucratic organizational activities, have a relatively permanent term of use and provide benefits for the future. Work facilities are very important because they can support employee performance in completing work. In a government organization, to achieve a goal required supporting equipment used in the process or activity in the regional organization. The facilities used by every bureaucratic organization take various forms, types and benefits.

From the discussion that has been described above, it can be concluded that human resources have a very large influence on policy implementers besides that they must also be supported by adequate facilities and infrastructure so that policy implementation can be said to

be successful. If the infrastructure is not fulfilled, this will then cause problems in low employee performance which will affect additional employee income.

3. Disposition

The disposition or attitude of the executors, in general, is found in many regional apparatus organizations where there are several unscrupulous employees who commit violations during working hours. There are still several employees who are late for the office, do not attend morning and evening apples, leave the office ahead of time or leave the office without justifiable reasons or permission and there are even employees who do not enter the office without any clear explanation at all. The following is the result of an interview with Mr. Mahlianor, Head of the Department of Economic Affairs and Natural Resources regarding employee attitudes in improving discipline and performance as a standard of evaluation in providing additional employee income, as follows:

"We try to be disciplined, because that's the management's assessment of our performance. Usually we try to arrive quickly so that we are not late for absences, later after our new absences we leave the office for outside assignments as well as when we come home from work, we have to go to the office first to be absent again and then return home". (interview 20 May 2022)

Disposition is the character or characteristics possessed by policy implementers. The dispositions are like commitment, honesty, and democratic nature. If the implementer of the policy has good characteristics or character, then he will carry out the policy properly in accordance with the goals and wishes of the policy maker. From the results of the interviews above, it can be interpreted that there have been efforts by employees to be disciplined in carrying out their obligations, but this awareness has not been fully present based on personal will, but is based more on structural pressure.

Apart from the informants above, there were responses from Mr. Sarkawi, an informant who gave comments related to knowledge of employee work discipline as a form of disposition in evaluating additional employee income received, as follows:

"Regarding work discipline, we know that it is our duty as ASN. Sometimes the leadership also conveys in meetings that we should always be disciplined in carrying out our duties. Here there are sanctions for employees who are not disciplined, in the form of deducting their TPP every month". (Interview 14 July 2022)

From the information from the informants above, it can be seen that the employee's understanding of discipline at work is quite good. It can also be seen at the Regional Secretariat of Balangan Regency that the implementation of sanctions for employees who violate discipline will receive strict sanctions from the leadership in the form of deductions from additional income allowances. Supervisory oversight of each employee apparatus must always be carried out to oversee every behavior of employees. If there are officials who violate, sanctions in the form of reprimands or corrections or direct satire must also be given to the apparatus concerned in accordance with the regulations. So that makes employees afraid and gets a deterrent effect not to commit violations again.

The direction of the employee's response is in addressing the disciplinary aspect of the policy of providing additional employee income as an element that can influence the disposition of the implementing apparatus. Aspects of knowledge and employee responsiveness to disciplinary enforcement need to be known by elements of leadership, because knowledge is an element that is quite important because high knowledge and

awareness possessed by apparatus can assist in the implementation of the policy. As for the response of Ms. Nova, the informant regarding the employee's response to the enforcement of discipline that was enforced, the response was as follows:

"We feel that it is necessary to enforce employee discipline, so that it becomes a motivation for us to continue to be disciplined. But there should also be rewards for those who are disciplined and perform well so that there is fairness in our evaluations". (Interview 14 July 2022)

Subsequent opinion from Mr. Abdul Said, the community of Lasung Batu Village, Balangan Regency regarding apparatus communication with the community is as follows:

"The attitude of the apparatus in the Balangan regional secretary's office is good towards people who have business in the office and are friendly to the community". (interview 20 August 2022)

The next interview with an informant from the community, Mr. Norifansyah from South Paringin, Balangan Regency, is as follows:

"I see the attitude of ASN in this office is friendly and disciplined because I came here this morning, the apparatus was ready and on standby in serving the community". (interview 10 August 2022)

The same opinion was conveyed by an informant from the Paringin community, City of Balangan Regency, Mr. Agus Suhadi as follows:

"I see that the apparatus is very good and disciplined, friendly to the community and our affairs have never been complicated and served well". (interview 4 July 2022)

The results of these interviews stated that the disposition dimension was not only a matter of commitment and response of policy implementers to implement the policy seriously, but also the attention of policy actors or providers in the form of providing incentives or rewards for outstanding policy implementers. This means that awards from policy actors or local agencies can provide encouragement for policy implementers to be committed and serious in upholding discipline and honesty regarding reporting of performance results so that the goal of additional employee income can be achieved. Community response can also determine the success of an implementation, because it can determine the attitude of whether the community accepts, is neutral or rejects.

4. Bureaucratic Structure

The Balangan Regency Government always has references in accordance with existing regulations, and in accordance with applicable operational standards, which have been stipulated in Regent Regulation No. 9 of 2020 concerning Provision of Additional Employee Income in the Balangan Regency Government. In policy implementation, organizational structure has an important role. One aspect of the organizational structure is the existence of standard operating procedures (standard operating procedures/SOP). The function of the SOP is to guide every implementer in acting. An organizational structure that is too long will tend to weaken oversight and cause red-tape, namely a complicated and complex bureaucracy. This in turn causes organizational activities to be inflexible.

The bureaucratic structure is an element that is always attached to a government program or policy, in other words the bureaucratic structure is a very important element of government policy, this bureaucratic structure plays a role in the process of making policies and implementing policies. In this case the bureaucratic structure is one of the determinants of the implementation of additional employee income. If the bureaucratic structure experiences an

error in the position, it means that the implementation of the provision of additional employee income benefits will not go well. Misplacement of positions or positions is very influential for employee performance.

As for the response of Mr. Taufiqqurahman, an informant regarding the application of operational standards for providing additional employee income, it is stated as follows:

"The organizational structure here is too big, many employee functions are over capacity so they don't know how to work. The SOPs related to additional employee income are in accordance with the regulations, but the performance appraisal mechanism is carried out behind closed doors. This is probably what we should pay attention to so that we also know what is the problem with our performance". (Interview 20 May 2022)

From the responses of the informants above, it can be seen that there are problems faced by existing bureaucratic organizations. The large number of employees who are not accompanied by a clear division of work results in non-optimal performance. It can be seen in general that in every existing government office, in general, the employees are very relaxed at work and some even read newspapers during working hours. According to Edward III (1980) that the distribution of responsibility in one scope of policy among several organizational units is called fragmentation. The fragmentation dimension according to Widodo (2013),

Organizational performance is influenced or determined by various factors, both internal and external factors. In other words, to what extent internal and external factors can contribute to the achievement of that performance, the following is an excerpt from Mr. Erwindra Randi's interview regarding the influence of the bureaucratic structure on the policy of additional employee income at the Balangan Regency Regional Secretariat office as follows:

"Bureaucratic structure has an influence on employee performance, because the more resources available, the workload decreases. The lack of employee workload does not affect the TPP received, because the calculation of TPP is seen from the standard of position class". (Interview 20 April 2022)

Based on observations, the bureaucratic structure in the implementation of the policy of providing additional employee income at the regional secretariat office of Balangan Regency, both the SOP and the division of tasks are in accordance with Balangan Regent Regulation Number 9 of 2020 concerning Additional Income for State Civil Servants in the Balangan Regency Government Environment. Even though on the other hand there are many human resources available, this does not mean reducing the workload of employees but increasing the optimization of employee performance. Therefore, based on the results of interviews above, the aspect of placing human resources in a position is indeed a priority for attention so that it is not fragmented towards the interests of power politics.

As for inter-sector collaboration in supporting the effectiveness of employee performance in the bureaucratic structure at the Regional Secretariat Office of Balangan Regency, of course it is highly expected in order to achieve existing organizational goals, receiving informant responses, as quoted from an interview with Mr. Muhammad J as follows:

"In my opinion the cooperation here is good and there are no problems, because our work is indeed interrelated between one field and another. My communication with friends in other work fields is also good, the experience I feel is that we support each other and even help each other in completing our tasks and responsibilities". (Interview 14 June 2022) "

From the interview excerpt above, it can be seen that the cooperation between employees within the Regional Secretariat Office of Balangan Regency is very good, this is reinforced by the responses of Mrs. Nova during the interview, as in the following quote:

"Our familiarity here is not in doubt, the solidarity of the employees is quite good and we help each other if there are friends who have problems in their performance". (Interview 20 May 2022)

Subsequent opinion from Mr. Abdul Said, the community of Lasung Batu Village, Balangan Regency regarding apparatus communication with the community is as follows:

"In my opinion, the performance of the apparatus at the Balangan regional secretary's office cooperates well with each other, helps and gives direction". (interview 20 August 2022)

The next interview with an informant from the community, Mr. Norifansyah from South Paringin, Balangan Regency, is as follows:

"I see there is a good relationship between superiors and subordinates in this office because superiors always supervise the performance of subordinates and subordinates obey orders from their superiors." (interview 10 August 2022)

The same opinion was conveyed by an informant from the Paringin community, City of Balangan Regency, Mr. Agus Suhadi as follows:

"I value the work structure in this office very well because it is really structured according to the fields in the Balangan Regency Secretary's office." (interview 4 July 2022)

With a good working climate, of course, it can provide good employee performance. If we look at the interview excerpt above, it can be concluded that the existence of a bureaucratic structure at the Regional Secretariat of Balangan Regency has been based on existing regulations and the mechanism for providing additional employee income has been carried out according to operational standards for improving employee welfare within the Balangan Regency government.

If you look at the theoretical review of policy implementation, Edward III said that policies that are so complex require the cooperation of many people, when the bureaucratic structure is not conducive to the available policies, this will cause resources to not be utilized optimally. The bureaucracy as the executor of a policy must be able to support policies that have been decided politically by coordinating well between all elements in the bureaucratic organs.

Discussion

The State Civil Apparatus (ASN) determines the success of policy implementation and public services in the bureaucracy or state institutions and the process of administering government (Aprianty, 2016; Ihsan, 2017; Cotari & Belinda, 2021). In addition, ASN is a central issue nationally in terms of performance and discipline. To solve disciplinary problems, work performance and regional ASN welfare, the Government gives authority to regulate this matter with policies at the regional level (Douw & Aedah, 2021); Arsita, 2022). On this basis, the Balangan Regency Government issued Regent Regulation Number 9 of 2020 concerning Provision of Additional Income for Employees within the Balangan Regency Government.

Through the regent's regulation, the Balangan Regency government established a policy related to efforts to improve discipline, performance and welfare of Regional Civil Servants (PNSD), namely by providing Additional Employee Income to all existing civil servants,

especially at the Regional Secretariat of Balangan Regency. The provision of additional income for employees within the scope of the Regional Secretariat of Balangan Regency aims to improve the performance of PNSD and Candidates for Regional Civil Servants (CPNSD), motivate PNSD in carrying out their Main Duties and Functions, as well as efforts to improve the welfare of PNSD and CPNSD.

Each employee receiving additional income must meet the criteria specified in the policy. The first assessment criterion is the Level of Discipline. The level of discipline includes coming to work and complying with the provisions of working hours attending morning and afternoon/evening apples on time, entering the office and carrying out full duties according to the main tasks and functions as well as carrying out external assignments or attending training based on assignment orders from superiors or authorized officials. The amount of Additional Income is given by taking into account the element of performance appraisal with a weight of 60% (sixty percent) and an attendance weight of 40% (forty percent) according to Chapter Balangan Regent Regulation Number 9 of 2020.

In the implementation of the Additional Employee Income policy at the Regional Secretariat of Balangan Regency, there are supporting factors that support the policy so that it runs well, such as the indicator of implementation success as stated by George C. Edward III. The first indicator of communication on the implementation of the TPP policy at the regional secretariat of Balangan Regency has still not been achieved due to obstacles to socialization failure which it is known that there are still many violations by officials because the socialization regarding TPP is only among officials, success indicators of implementation should be according to George C. Edward III Three important things are fulfilled in the policy communication process, namely transmission, consistency and clarity.

The two resources in policy implementation, should be that if in the communication indicator there is a failure in the delivery of implementation, it means that the failure occurred due to inadequate resources, resources that are unable to communicate so that implementation will not work effectively. According to George C. Edward III, these resources can be in the form of human resources, for example implementing competence and financial resources.

Third Disposition, in the implementation of the TTP Policy at the Regional Secretariat of Balangan Regency there are still violations of the TTP policy because there are still undisciplined apparatus who do not comply with the provisions of the regent regulation policy regarding additional employee income because there are still many apparatus who do not know the implementation of this policy because the dissemination of the policy is not evenly distributed, according to George C. Edward III the implementer must have commitment, honesty, democratic nature. If the implementor has a good disposition, then the implementor can carry out the policy as well as what the policy makers want. When implementers have different attitudes or perspectives from policy makers,

Fourth, it is known that the bureaucratic structure in the implementation of the TTP Policy at the Balangan Regency Regional Secretariat is known. The SOPs related to additional employee income are in accordance with the regulations, but the performance appraisal mechanism is carried out behind closed doors. This may be something that must be considered so that the apparatus also knows what is the problem with their performance. In the bureaucratic structure according to George C. Edward III, those in charge of implementing policies should have a significant influence on policy implementation. An organizational structure that is too long will tend to weaken oversight and cause red-tape, namely complicated and complex bureaucratic procedures.

Even though the implementation of the policy can be implemented, it also has several obstacles, obstacles that are encountered in the process. These obstacles can prevent the purpose of implementing the policy from being maximized. Therefore the authors analyze in more detail below regarding the obstacles to policy implementation encountered in the field in the policy of granting TPP so that performance increases at the Regional Secretariat of Balangan Regency, including the following:

1. Socialization regarding Regent Regulation Number 9 of 2020 concerning Unequal Additional Employee Income

The form of socialization given by the Regional Secretary of Balangan Regency regarding this regulation to each of his subordinates was very influential so that every employee at the Regional Secretariat of Balangan Regency knew about their rights and obligations. It's not just ordinary socialization, but always a reminder when it's time for a call or meeting, so that all employees know about it. The existence of coordination between each employee and the leadership, can lead to good communication between employees and policy implementers. However, from the results found in the field, many employees of the Regional Secretariat of Balangan Regency know about additional employee income from peer-to-peer news, not through outreach.

2. Inadequate Human Resources

The limited number of each apparatus in managing the disbursement of TPP funds at the Regional Secretariat Office of Balangan Regency is one of the factors that hinders the disbursement of TPP funds which will be given to each employee in accordance with the rights of each employee. The problem of each employee being slow to input the SKP report greatly affected the conditions in the disbursement of TPP funds. The impact that this has had has greatly affected employees who have inputted SKP reports every day. In order for and can be disbursed immediately, obstacles such as some unscrupulous employees who are late in inputting the SKP report must be even more disciplined. So that all administration of the disbursement of TPP funds is not hampered.

3. Inadequate Facilities and Facilities

There are still inadequate facilities and it is still said to be lacking, facilities should be a supporting and supporting factor in the success of an existing policy implementation. Adequate facilities will make it easier for someone to carry out an activity that is carried out, as well as a policy implementation. Fingerprint is a tool that can make it easier and to check and summarize every absence from the attendance level of every employee working in the office. The fingerprint machine used is made to be faster and instant in checking every employee's attendance in the computerized process regardless of the employee's position.

CONCLUSION

Based on the discussion and analysis of data regarding the implementation of the policy of providing additional employee income at the Regional Secretariat of Balangan Regency based on the theory of G. Edward III, the following conclusions can be drawn; namely the Implementation of the Additional Employee Income Policy (TPP) at the Regional Secretariat of Balangan Regency based on communication is still not successful because the results of the study found that there was a failure to socialize regarding additional employee income which resulted in many unknowns and violations committed by the Regency Regional Secretariat

apparatus Balangan. Both resources for supporting facilities in implementing the policy of providing additional employee income in improving employee performance at the Regional Secretariat of Balangan Regency are sufficient. This can be seen from the results of interviews where the priority of employee absence tools and employee absence filing cabinets is quite complete which can be used in a relatively permanent period and provide benefits for the future. Work facilities are very important, because they can support employee performance. The three dispositions from the research results can be seen that employees' understanding of discipline in work is quite good. It can also be seen at the Regional Secretariat of Balangan Regency that the implementation of sanctions for employees who violate discipline will receive strict sanctions from the leadership in the form of deductions from additional income allowances. And the fourth is the bureaucratic structure of the informant's responses above, it can be seen that there are problems faced by existing bureaucratic organizations. The large number of employees who are not accompanied by a clear division of work results in non-optimal performance. Even though on the other hand there are many human resources available, this does not mean reducing the workload of employees but increasing the optimization of employee performance. Therefore, based on the results of interviews above, the aspect of placing human resources in a position is indeed a priority for attention so that it is not fragmented towards the interests of power politics.

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