Additional Income Based Employee Performances for Civil State Employees in The Regional Secretariat of Blitar City

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ABSTRACT

At this time the difficult problem faced by the government is the level of employee salaries that do not meet the minimum standard of living. Improving the payroll and employee benefits system aims to improve the performance of government officials. The Regional Government of Blitar City has implemented the legal mandate regarding the State Civil Apparatus, namely providing additional employee income to civil servants who work in the Regional Government of Blitar City.This study aims to describe and analyze the implementation process of giving additional employee income to civil servants in the Secretariat of Regional Blitar City, as well as the factors that become supporters and obstacles to the implementation of the Mayor's Regulation Number 19 of 2019 concerning Additional Income Based Employee Performance in the Secretariat Environment of Blitar City. The method used is a qualitative descriptive research method which aims to provide an overview of the phenomena that occur in the implementation of the policy of providing additional employee income. This study uses the analysis of the George Edward III model. Data and information were collected through in-depth interviews with informants including implementer officer and support staffs who were involved in implementing the policy of providing additional employee income, observation, documentation, and literature study. In this study, data were analyzed through three stages. Those stages are data reduction, data presentation, and taking conclusions. Meanwhile, the data validity checking technique is done based on the observer's perseverance and data triangulation. The results showed that the process of providing additional employee income at the Regional Secretariat of Blitar City has been running quite well, although there are still several obstacles so that the implementation process of this policy is not fully optimal. Some of the obstacles faced are there are still employees with a low level of education where these employees cannot use the supporting application for providing performance-based Employee Income Supplement. Meanwhile, several things that support the implementation of this policy are good communication, adequate supporting facilities and infrastructure, and a clear bureaucratic structure and according to existing procedures so as to support the smooth implementation of government tasks at the Regional Secretariat of Blitar City.

Keywords: Additional employee income; Performance; Policy implementation

1.   INTRODUCTION

Civil Servants are State Servants and Community Servants who are obliged to perform public services as well as possible. Public services carried out by civil servants can be carried out effectively and efficiently if employees have high motivation, enthusiasm, and dedication in devoting their lives to the community. One of the things that can spur enthusiasm and motivate Civil Servants to carry out their obligations is a salary. It is hoped that civil servants will get a decent salary where the life and welfare of employees can be guaranteed which will indirectly increase employee morale and work ethic.

However, conditions on the ground show the opposite. The basic salary for employees is quite low. For example, employees of class III / a work period of 0 months get a basic salary of Rp. 2,400,000. The situation in recent years, in which the price of basic necessities, and other service goods continues to increase and is not accompanied by an increase in the income of civil servants, causing the fulfillment of their welfare to be neglected.

To overcome the above, the Blitar City Government is trying to meet the needs of its employees with the aim of increasing the professionalism of civil servants by providing additional employee income (TPP),

which is adjusted to regional financial capacity and the payment is based on performance and disciplinary assessments. This is regulated in Mayor Regulation Number 19 of 2019 concerning Providing Additional Performance-Based Employee Income in the Blitar City Government Environment.

This policy has been implemented at the Regional Secretariat of Blitar City. However, in its implementation there are still several obstacles, namely there are some employees who are not technology-savvy so that they have difficulty using the e-performance application. Another problem is that some employees also do other work outside of the work area written in the Performance Agreement, which often results in their main task not being completed which results in unfulfilled performance targets which then results in reduced TPP obtained.

This research purposes to: (1) Describe and analyze the implementation process of giving additional employee income to civil servants in the Blitar City Government at the Regional Secretariat of Blitar City; and (2) Describe and analyze the factors that support and hinder the implementation of the policy of providing additional employee income to civil servants in the Blitar City Regional Government at the Blitar City Regional Secretariat.

2. METHODS

Research design

This study uses a descriptive qualitative research method that aims to describe, describe, and describe the object to be studied. According to Sugiyono (2012: 145) states that the reason researchers use a qualitative approach is that the problem is unclear, holistic, complex, dynamic, and full of meaning so that it is impossible for the data to be collected by other research methods.

Location of the study

Research on providing additional income for civil servants in Blitar City will focus on one scope of work, where this research will be conducted at the Regional Secretariat of Blitar City, located on Jalan Merdeka No. 105 City of Blitar.

Focus of the study

In the research that will be conducted, the researcher uses the George Edward III implementation model which focuses the research on the following matters: (1) Communication that focuses on delivering information about the TPP to employees at the Regional Secretariat, employees' understanding of the information (Transmission, Clarity, Consistency); (2) Resources facilities provided by the government to support the implementation of the guardian. (Staff, Information, Authority, Facilities); (3) Disposition the attitude of the executor towards the guardian and the incentives received; (4) Bureaucratic Structure the conduciveness of the bureaucratic structure to the course of policy implementation

Research informants

Informants in a researcher according to Sugiyono (2012: 62) sources of informants for qualitative research are informants or sources related to research problems and are considered capable of providing information and data by researchers. The informants in this study are the parties involved and related to the data needed by the researcher, while the informants in this study are as follows: (1) Head of Sub Division of Personnel at the Regional Secretariat of Blitar City; (2) Regional Secretariat Staff of Blitar City; (3) TPP Application Operators; (4) 2 ASN of the Regional Secretariat of Blitar City.

Data types and sources

According to Moleang (2010: 157) the data in qualitative research is divided into words, actions, writing, photos, and statistics. All of these data types can be used as necessary information. So that all information obtained from informants or sources in the form of words, actions or descriptions can be observed by researchers and can be used as primary data, while writing in the form of documents, statistics and even relevant photos can be used as complementary data (secondary).

While the data sources according to Lofland in (Moleang (2010: 157) are words and actions, the rest is additional data such as documents etc. In this study the data sources related to the discussion taken by researchers were obtained from interviews with informants or sources. and other data in the form of staffing data, attendance, the results of filling in e-performance on the application, and reports on the results of the implementation of activities that can support the fulfillment of the data sought.

Data collection technique

The techniques in data collection used by researchers in this study are as follows: (1) Observation, the data collection technique in this study used the participant observation method, in which the researcher participated in the implementation of activities directly and observed directly the aspects related to the implementation of regulations and the problems being studied; (2) Interviews in this study will be carried out in a structured manner, namely the interviewer will prepare interview material or question material which will be asked of the sources so that the data sought by the researcher can be obtained; (3) Documentation in the form of photos of activities, archives about employee absences, and performance filling data; (4) Literature Study from legislation and previous research.

Data analysis techniques

Sugiyono (2012: 243) states that "data analysis in qualitative research is carried out interactively and takes place continuously until completion, so that the data is saturated". Activities in data analysis are reduction, display data, and cunclutions. The analysis steps can be explained as follows: (1) Data Reduction where we summarize the data obtained in the field and select the main things; (2) Presentation of Data that systematic arrangement of data; (3) Withdrawal of conclusions and verify them.

Data validity check techniques

In this study, there are several techniques used to obtain data validity, including: (1) Observer Persistence is a series of activities that are structured and carried out seriously and continuously on all realities in the research location and to find characteristics and elements in situations that are highly relevant to the problem or event that is being sought and then focused in detail by doing persistence of deep observation. (2) Data Triangulation is a data validity checking technique that utilizes something other than the collected data for checking purposes or as a comparison to these data.

3. RESULTS AND DISCUSSION

Implementation of Blitar Mayor Regulation Number 19 of 2019 concerning the provision of additional performance-based employee income in the Blitar City Government Environment

Additional Employee Income is additional income given to civil servants within the Blitar City Government by the Blitar City Government beyond salaries and allowances in order to improve the general welfare of employees based on laws and regulations. The provision of additional employee income aims to: 1) Improve the performance of civil servants, 2) improve the quality of services to the community, 3) improve the welfare of civil servants, 4) increase the work discipline of civil servants.

The results of the study by conducting interviews with informants to find out how the implementation of Perwali Number 19 of 2019 at the Regional Secretariat of the City of Blitar which is oriented to George Edward III theory which includes factors of communication, resources, executive attitudes (disposition) and organizational structure with the implementing guidelines obtained the results are as follows:

Communication factors

Communication is a very important factor because communication is related to the delivery of information, ideas, delays, regulations and others using certain facilities for those who have the right to receive it (Anwar Arifin, 2000: 5). According to Edwards (1980: 10) communication must be transmitted to the right personnel, and must be clear, accurate and consistent. Edwards III stated: "Orders to implement policies must be transmitted to the appropriate personnel, and they must be clear accurate, and consistent". The results of interviews with informants provide an explanation that communication is the first factor that greatly affects every implementation of a policy. In communication there are indicators to find out how the communication process is carried out, namely transmission, clarity and consistency. Effective communication has also been carried out at the Regional Secretariat of Blitar City on a regular basis.

Table 1. Findings at the communication stage

Research Indicators	Findings in the Field
Transmission	Submission of information is conveyed to employees as policy implementers properly. Information is conveyed clearly and can be understood by employees at the Regional Secretariat of Blitar City.

Clarity	Clarity of information is conveyed well and it is clear to employees that they understand what the intent, purpose, objectives, and substance of the regulation's policies are.
Consistency	Consistency of implementation of Perwal regarding The provision of additional income for employees at the Regional Secretariat of Blitar City has been effective with the implementation of orders that are carried out consistently and clearly.

Resource factor

The resource factor not only includes a large number of human resources / instruments, but also includes the ability of human resources to support the implementation of this policy. This could explain the thesis that adequate resources and satisfying qualifications will result in correct and effective implementation.

Table 2. Findings on Resource Factors

Research Indicators	Findings in the Field
Staff	There is still no ideal number of employees at the Blitar City Regional Secretariat. Some of the staff / employees in the Regional Civil Service Agency still have a low level of education, namely only having elementary and high school degrees, so it is necessary to make efforts to increase the ability and performance of these employees.
Information	Information is conveyed properly and clearly to employees, so that they can carry out their respective duties and responsibilities properly in accordance with applicable regulations.
Authority	The authority that is owned and implemented is in accordance with the applicable regulations and has been effective with the implementation of orders that are carried out consistently and clearly.
Amenities	The existence of adequate supporting facilities (facilities and infrastructure) at the Regional Secretariat of Blitar City

Disposition factors (implementing attitudes)

Disposition or attitude is the third important factor in the approach to implementing public policy policies. According to Edward III in Winarno (2008: 142-143), it is stated that "trends or dispositions are one of the factors that have important consequences for effective policy implementation".

Table 3. Findings on disposition factors

Indicator	Findings in the Field
Effects of Disposition	The tendency of the implementer to comply with the directions and tasks given by the leadership, however, the data obtained was 1 person who did not implement the desired policy because he could not use the e-performance application.
Incentive	The Perwali Policy Number 19 of 2019 concerning Providing Additional Income to Civil Servants in the Blitar City Government has proven to be very capable of improving the discipline and performance of employees, especially in the Regional Secretariat of Blitar City.

Bureaucratic structure factors

According to Edwards III, the two main problems with bureaucratic structures are standard operating procedures (SOP = Standard Operating Procedure) and fragmentation.

Supporting and Inhibiting Factors for the Implementation of the Blitar Mayor Regulation Number 19 of 2019 concerning the provision of additional performance-based employee income in the Blitar City Government

The Supporting Factors of the Implementation of Blitar Mayor Regulation Number 19 of 2019 concerning the provision of additional performance-based employee income in the Blitar City Government Environment, namely at the Regional Secretariat of Blitar City are as follows: (1) Bureaucratic Structure Factors. It was conveyed that in terms of work procedures, the Regional Secretariat of Blitar City had been supported by SOPs so that what was carried out and expected was in accordance with the objectives of the Perwali Number 19 of 2019. (2) Communication Factors. Communication regarding Perwali Number 19 of

2019 has been carried out very well by the leadership to all staff and structural officials so that it is very supportive of the implementation of providing additional employee income at the Regional Secretariat of Blitar City.

Inhibiting factors from the implementation of the Blitar Mayor Regulation Number 19 of 2019 concerning the provision of additional performance-based employee income in the Blitar City Government, namely the Blitar City Regional Secretariat are as follows: (1) Resource Factors. The Regional Secretariat of Blitar City consists of employees with various educational backgrounds so that the implementation of Perwali Number 19 of 2019 cannot be maximized because with a lack of education, understanding of e-performance applications is also very minimal or even impossible at all. (2) Disposition Factors. The attitude of the implementer is related to the level of education so that there is an inability to carry out performance input through the e-performance application as an implementation of Perwali Number 19 of 2019.

4. CONCLUSION

So far, the socialization of Perwali Number 19 of 2019 has been able to be socialized to all Civil Servants at the Regional Secretariat of Blitar City. Judging from the number of employees at the Regional Secretariat of Blitar City, it can be said that there is a shortage of employees, and there are also some employees who have low education so that they are unable to carry out their duties and obligations properly. Standard operating procedures (Standard operating procedures or SOPs), In Perwali Number 19 of 2019 there is a standard reference for implementation, supported by supervision from executors who have the same views to support the vision and mission of the Blitar City Government.

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