

Implementation of Employee Additional Incentive Policy at the South Sorong Regency Civil Service Police Unit

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Abstract

The problem discussed in this study is the implementation of the income support policy of the Civil Service Police Unit in South Sorong Regency that has not been running optimally. The policy has not been able to increase employee discipline. This study aims to identify and analyze the implementation of the income support policy of the Civil Service Police Unit of South Sorong Regency. This research use descriptive qualitative approach. Primary data obtained through interviews and secondary data obtained through observation and document review. The results showed that the implementation of the income support policy of the Civil Service Police Unit in South Sorong Regency standard aspects and policy targets were implemented for all employees, only less than the aspect of improving employee discipline and resolving workloads, aspects of policy resources implemented by the Personnel Agency and Resource Development human resources perform recapitulation of income allowances every three months, aspects of the characteristics of implementing organizations refer to the procedures of the active State Civil Apparatus working, based on manual attendance; aspects of communication between related organizations carried out the dissemination of information through circular aspects of disposition or attitude of the implementers carried out consistently and commitments ranging from leaders to subordinates, aspects of the socio-cultural environment very influential on employee discipline levels, enforcement of disciplinary penalties are not effective. There is no manipulation of presence.

Keywords: Implementation, Policy, Additional Incentives, Employees

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Introduction

Efficient and effective administration of government is a demand in the era of globalization which is full of competition and limitations in all fields. This fact requires the professionalism of apparatus resources in the implementation of central and regional government affairs. This is in accordance with the mandate of the 1945 Constitution of the Republic of Indonesia in Article 18, regional governments have the authority to regulate and manage their own government affairs according to the principles of autonomy and co-administration. The granting of broad autonomy to the regions is directed at accelerating the realization of social welfare through service improvement, community empowerment and participation. Through

broad autonomy, it is hoped that the regions will be able to increase their competitiveness by taking into account the principles of democracy, equity, justice, privileges and specificities as well as regional potential and diversity within the system of the Unitary State of the Republic of Indonesia.

The government issued a policy of forming new government centers (provinces and districts and cities) in Indonesia, where this policy was a political decision, although not all political policies were aligned with the readiness of an area to experience an increase in status to become a new center of government. changes in the life of the state and demands for the implementation of regional autonomy as well as the strong encouragement of the people to carry out reforms in all aspects of the nation's life, including the regulation of regional government.

The principles underlying these two policies are to encourage community empowerment, foster initiative and creativity, increase community participation and develop the roles and functions of the Regional People's Representative Council (DPRD). Therefore, the Regional Government in implementing autonomous governance in the regions prioritizes the principle of being responsible. This means that regional heads are given the duties, powers, rights and obligations to handle government affairs that are not handled by the central government. The handover was not only related to government affairs, community services and development, but was accompanied by the handover of the arrangements, use and management of finances. This is done so that local governments are more flexible in carrying out these three functions and responsibilities in accordance with the potential and characteristics of each region, which in turn can increase community participation in development and increase people's welfare (Soe & Drechsler, 2018).

Based on the foregoing, the South Sorong Regency Government for the 2016-2021 period has realized the vision of "The Realization of Advanced, Independent and Civilized South Sorong" and is translated into the Regional Medium Term Development Plan (RPJMD). However, in reality, the discipline of the State Civil Apparatus is not good, as evidenced by the results of a sudden inspection (Sidak) of the Regent of South Sorong (Sorsel) Samsudin Anggiluli, SE on Monday (11/7) morning after the long Idul Fitri holiday from 2-10 July 2016 as reported by the media humaskab.sosel.com 12/07/2016. Based on the results of the sudden inspection at each SKPD, on average around 50% of civil servants did not enter the office on the first day after the Idul Fitri holiday. Also accompanying the PNS inspection were Assistant II for Economics and Development (Perekbang) Regional Secretariat Yonas Howay, SE; Secretary to the Inspectorate Sandy Kambuaya, SE and Head of Public Relations Eppy R.Antoh, S.Sos. On this occasion, Regent Samsudin Anggiluli emphasized that as civil servants who are State Civil Apparatus (ASN) they must carry out their duties with discipline and full sense of responsibility.

Methods

Research Type

This research use descriptive qualitative approach. This research is sourced from primary data and secondary data. Data collection techniques in this study were interviews, observations, and document reviews.

Data Processing and Analysis Techniques

As for the steps and stages of data analysis in this study, namely the data obtained from the research results are restated and then analyzed through the stages, data reduction, data display,

conclusion drawing or verification. Furthermore, the data obtained was then tested for credibility using triangulation techniques and the use of reference materials. After that, conclusions are drawn in the form of words or pictures to make it easier for readers to understand the results of this study.

Results and Discussion

Policy Standards and Targets

The researcher asked the Head of Personnel and Apparatus Resource Development for South Sorong Regency, Petronela Krenak, S.Sos, according to the informant:

"Actually, the target of this policy is not only Satpol PP, but all ASN within the South Sorong Regency Government, it's just that this is the locus of your research/researchers. The goal is to increase employee work discipline, because according to our monitoring at BKD many employees lack discipline. and unproductive. It was said so, because only about 70 percent of employee attendance met standards, including Satpol PP."

Interpreting this explanation is that the target of the policy applies throughout, not just Satpol PP. this was done because ASN personnel within the South Sorong Regency Government lacked discipline, even according to the Head of Regional Civil Service for South Sorong Regency it was only effective around 70 percent (data not provided/only BKD internal consumption); the rest is not clear whether busyness is the reason for not coming to work.

By the South Sorong Regency Government, one of the ways to trigger this presence is by providing workload incentive allowances. Given the workload of the South Sorong Regency Government is quite high to catch up with other regions. Therefore, the South Sorong Regency Government is actively organizing governance and spurring economic growth as a newly expanded area that wants to achieve its vision of increasing the welfare of its people.

Furthermore, regarding the discipline of ASN at the Civil Service Police Unit and Fire Department of South Sorong Regency, the researcher asked the Head of Satpol PP, according to the informant:

"In general, ASN in South Sorong lacks discipline, including Satpol PP ASN, this is a habit. The Regent has issued incentives in the form of allowances to increase employee discipline, the money is taken, but performance and discipline are not much different, there are still some who are lazy and work ineffectively. This is what we at Satpol PP have to change, by taking firm action, so that the future will be better."

Interpreting this explanation, that the ASN Satpol PP and the South Sorong Regency Fire Department also lacked discipline at first, but with the performance allowance for workload, the internal Satpol PP was enforced firmly and consistently, as an SKPD which is at the forefront of disciplinary enforcement. This is according to the observations of researchers who are also officials at the Satpol PP and Fire Department of South Sorong Regency.

As the results of previous research conducted by Wuaten and Ruru (Journal of Administrative Sciences (JIA), 2013), that:

The Regional Performance Allowance (TKD) policy in the form of additional employee income (TPP) for Manado City Regional Civil Servants has produced the expected results and impacts, especially to improve employee discipline and performance at the Manado City Integrated Licensing Services Agency. This is demonstrated by an

increase in the discipline of employee presence in the office and an increase in the capacity to carry out the tasks in full, and an increase in the results of the implementation of the licensing task in all Licensing Services Fields in the Manado City Integrated Licensing Services Agency.

The performance of policy implementation can be measured by the level of success of policy measures and objectives that are realistic with the socio-culture that exists at the level of policy implementers. When the size and policy goals are too ideal (utopian), it will be difficult to realize is an assessment of the level of achievement of these standards and targets.

Resource

The policy resource referred to here is the ability of human resources to implement the policy to be implemented. the indicator; Staffing and human resource development agency, allowance fund.

As stated by Sumarsono (2003) that Human Resources has 2 different meanings, namely: First, it is a work effort or service that is indeed provided with the aim of carrying out the production process. In other words, human resources is the quality of business carried out by someone within a predetermined period of time in order to produce goods or services. Then the second is that HR is still related to the first thing where humans who are able to work then produce a service from their work business. Being able to work means being able to carry out various activities that have economic value or in other words an activity that can produce goods and services to meet the needs of the community.

BKPSDM's task is only to record data from all SKPD, then it is included in the conversion of the workload analysis formula based on Minister of Home Affairs Regulation Number 12 of 2008 concerning Guidelines for Workload Analysis within the Ministry of Home Affairs and Regional Governments. Furthermore, the researchers asked about the three-month acceptance timeline, according to the Head of Regional Civil Service for South Sorong Regency, that;

"Indeed, that's the Juknis, because many SKDPs don't consistently report recaps of their workload analysis, sometimes we've asked for it many times, they also haven't submitted it to BKPSDM, we also don't want the work to be incomplete, meaning someone will receive it first. the latter, then we recap every 3 months. If something is incomplete, we assume it is correct. So it's a matter of time, it has been agreed upon by the government and DPRD, as well as the regional inspectorate. "

Based on this explanation, it is known that the implementation of receiving workload allowances every 3 months is in accordance with the technical guidelines agreed upon between the South Sorong Regency Government and the DPRD and the Inspectorate.

Furthermore, regarding the amount and amount of deductions received by ASN, the researcher asked one of the ASN at the Satpol PP Kab. South Sorong, according to the informant, that;

"Yes, sir, I've been cut a lot, because I was for three months; April, May, June there are 10 days of absence"

Natural resources are everything that comes from nature that can be used to meet the needs of human life. This includes not only biotic components, such as animals, plants, and microorganisms, but also abiotic components, such as petroleum, natural gas, various metals, water, and soil.

Technological innovation, advances in human civilization and population, and the industrial revolution have brought people into an era of exploitation of natural resources such that their supply has continued to decline significantly, especially in the past century.

The informant's acknowledgment regarding the deduction of his allowance is true. This means that the government is really doing in accordance with applicable regulations.

Hariandja (2002), explains that Human Resources is one of the most important factors in a company in terms of other factors besides capital. Therefore, human resources are needed to be managed properly so that the effectiveness and efficiency of the organization is getting better.

HR consists of thinking power and physical power in each individual (Luthans & Jensen, 2002). Or more clearly is an ability in every human being is determined by the power of thought and physical strength. HR or human being is a very important element in the various activities carried out. Even though there is sophisticated equipment without human resources, this will not mean anything. Because Thinking Power is the basic capital that is brought from birth while expertise is obtained from business (learning and training).

According to Isard (Soerianegara, 1977) Natural resources are the environment and raw materials that can be used to meet the needs of human life and welfare.

Human resources are the most important factor that cannot even be separated from an organization, both institutions and companies. HR is also the key that determines the development of the company (Karami at al., 2004; Rigby & Ryan, 2018; Bombiak & Marciniuk-Kluska, 2018). In essence, human resources in human form are employed in an organization as drivers, thinkers and planners to achieve organizational goals.

Mathis and Jackson (2006), said that HR is a design of various formal systems in an organization with the aim of ensuring the effective and efficient use of human expertise to achieve organizational goals as desired.

Furthermore Hasibuan (2003), argues that Human Resources has the meaning of integrated expertise that comes from the mental and physical abilities possessed by each person. Those who do it and the nature of it are still closely related, such as heredity and their environment, while their work performance is motivated by a desire to fulfill their desires.

Characteristics of Implementing Organizations

The characteristics of the Executing Body referred to here are the characteristics of the implementers of the policy based on the implementation procedures that are entitled to receive. The indicator; Admission Procedure, consistency and commitment.

The researcher asked the Head of Personnel and Apparatus Resource Development for South Sorong Regency, Petronela Krenak, S.Sos, according to the informant;

"The procedure refers to District Head Decree No. 900 of 2019, it states, among other things; Civil Servants of the South Sorong Regency who are actively working and whose names are included in the payroll list for the 2019 Fiscal Year and/or included in the Nominative list for State Civil Apparatuses for the 2019 Fiscal Year. 7 (seven) working days in 1 (one) month without clear explanation, additional income allowance is not paid.

Based on this explanation, it is clear that the requirements for those who are entitled to receive workload allowances are those who are registered as the South Sorong Regency State Civil

Apparatus who are actively working and whose names are included in the payroll list for the 2019 Fiscal Year and/or included in the Nominative list for the State Civil Apparatuses for the 2019 Fiscal Year. additional income allowances are calculated according to attendance based on Manual Attendance reported to BKPSDM, but if they are not active in carrying out their main duties and functions for 7 (seven) working days in 1 (one) month without clear information additional income allowances are not paid.

Communication Between Related Organizations

The communication between related organizations referred to here is the common understanding and decisions stipulated by the South Sorong Regency Government so that the implementation goes well. The indicators: Socialization, communication and information systems.

To find out more about the forms of socialization at the SKPD Satpol PP and the Fire Department, the researchers asked the Head of the General and Personnel Sub-Division for South Sorong PP Satpol, Khristina Thesia, S.IP, according to the informant, that;

"That's right, we received a circular letter regarding the Decree of the Regent regarding workload-based allowances about 3 months ago, then we forwarded it to all work units to be submitted at the standby assembly, or other gatherings."

This explanation is in accordance with the observations of researchers who have seen a circular letter regarding the Regent's Decree regarding allowances based on workload about 3 months ago, which was then conveyed at an internal performance meeting and also delivered at a troop rally.

The communication and information system referred to here is the relationship between SKPD internally, then SKPD and BKPSDM in terms of submitting manual attendance list reports and payment of allowances. The point is that there is openness in a transparent manner. To find out more about this, the researcher asked the Head of the South Sorong PP Satpol PP Sub-Division for General Affairs and Personnel, Khristina Thesia, S.IP, according to the informant, that;

"Referring to the Juknis, we in the General Affairs and Personnel Subdivision received manual attendance list reports from each unit/field, then we recapitulated them to proceed to BKPSDM. This means that openness depends on each unit, we do not add or subtract, we accept that as well as we report it."

Interpret the explanation from the informant that his job was only to record manual attendance list reports from each unit, while the results were submitted according to the reports they received. This means that the General and Personnel Sub-Sections continue from each work unit.

In order for public policy to be implemented effectively, according to Van Horn and Van Matter (Widodo, 1994) what is the standard objective must be understood by individuals (implementors). Those who are responsible for achieving the standards and objectives of the policy, therefore the standards and objectives must be communicated to implementers. Communication within the framework of delivering information to policy implementers about what are the standards and objectives must be consistent and uniform from various sources of information (Iwan et al., 2019; Abas et al., 2020).

Disposition or Attitude of Executors

The attitude of the executors here is the behavior of ASN Satpol PP in responding to the income allowance policy based on workload. The indicator; consistent and committed.

The commitment and consistency referred to here are real forms of efforts to seriously implement policies issued by the South Sorong Regency Government to improve ASN performance according to their duties and responsibilities. To find out more about the commitment and consistency of Satpol PP, the researcher asked the Head of Satpol PP, Agustinus Makamur, S.Sos, MA, according to the informant, that;

"We are state apparatus, regional apparatus who must submit to leadership, so we must implement it with commitment and consistency, moreover we are enforcers of regional regulations, meaning we must be able to be an example for other ASN, so I sometimes have to get angry at personnel who are not serious, lazy let alone like neglecting the task."

Based on this explanation, it is in accordance with the observations of researchers who often see and witness the Head of Satpol PP who intervene directly to lead personnel gatherings at morning or afternoon gatherings, this is to consistently implement government policies.

In the opinion of Van Metter and Van Horn (Agustino, 2006):

"The attitude of acceptance or rejection of policy implementing agents greatly influences the success or failure of public policy implementation. This is very likely to happen because the implemented policies are not the result of the formulation of local residents who are well aware of the problems and issues that they feel. However, public policies are usually top-down in nature, which means that decision makers may not know or even be able to touch the needs, desires or problems that must be resolved".

Their attitude is influenced by their views on a policy and the way they see the effect of that policy on their organizational interests and personal interests. Explanation of the disposition that policy implementation begins with filtering first through the perceptions of implementers within which limits the policy is implemented.

Policy implementation by Mazmanian and Sabatier in Mulyono (2009):

"Implementation of basic policy decisions, usually in the form of laws, but can also take the form of important executive orders or decisions or decisions of the judiciary, usually, the decision identifies the problem to be addressed, clearly states the goals or objectives to be achieved, and various ways to structure or manage the implementation process".

In essence, public policy is in a system, where policies are made that include reciprocal relationships between three elements, namely public policy, policy actors and the policy environment.

Environment, Social, Culture

The social and cultural environment referred to here are the factors that influence the implementation of the policy, the indicators; work culture, application of sanctions.

The work culture referred to here is a habit that has occurred continuously from several previous generations, which until now has not been able to change.

This was stated by the Head of Staffing and Development of Apparatus Resources for South Sorong Regency, Petronela Krenak, S.Sos, that;

"The work culture of our people in South Sorong is still low, it is still difficult to be disciplined, it may be influenced by the level of education, knowledge and skills, gender. Even though the Regent has provided incentives in the form of allowances for workload, there are still many who are lazy to work. From the reports we received from all SKPD there were still some who were absent, although we suspected that some were fictitious, meaning there was an absence, but they did not come to work."

Interpret this explanation that the work culture for ASN in South Sorong Regency is still low. Even though the Government has lured them in the form of allowance incentives, there are still those who don't care enough. This means that it can be concluded that it is not the low income factor that makes ASN lazy to work, but old habits that cannot be changed.

As explained in Government Regulation Number 53 of 2010 concerning employee discipline in Article 7: (1) The level of disciplinary punishment consists of: a. light disciplinary punishment; b. moderate disciplinary punishment; and c. severe disciplinary punishment. To find out how the morning disciplinary punishment for ASN violates the code of ethics as an ASN, the researchers asked the Head of Satpol PP, Agustinus Makamu, S.Sos, MA, according to the informant;

"We have tried, starting from light sanctions in the form of reprimands, warning letters and even threats of dismissal, transfers, but it is still not effective in solving the culture of laziness. It seems that we have reached a dead end, what is it, influence each other, especially if they have family or are close to traditional leaders, it is difficult to give sanctions, instead of getting better, it can even get worse, maybe even damage, anarchy."

Interpreting this explanation, according to the observations and experiences of researchers who have seen and sanctioned civil servants who lacked discipline, however, the impact was increasingly bad, emotional and unacceptable later, so that it was considered that the method of enforcing disciplinary punishment was not the best solution to improve ASN performance in Sorong Regency South.

Conclusion

Based on the description of the results of this study, it can be concluded that the implementation of the salary allowance policy for Civil Service Police Unit Employees of South Sorong Regency in terms of standard aspects and policy objectives is implemented in all ASN Satpol PP, only less than optimal in terms of improving employee discipline and completing their workload. The resource aspect of the policy is carried out by the Personnel and HR Development Agency to recapitulate income allowances based on workload based on its technical guidelines every 3 months, then funding is included in the APBD in the category of indirect spending funds budgetary credit. Aspects of the characteristics of the implementing organization referring to the procedure are the State Civil Servants in the 2019 South Sorong Regency Government Environment, actively working, according to attendance based on the Attendance Manual; if not actively carrying out the main tasks and functions for 7 (seven) working days in 1 (one) month without clear information is not entitled to receive, the procedure for payment through an account. Aspects of inter-organizational communication related to dissemination of information through circulars to all SKPD to be forwarded to their employees, communication and information systems run according to mechanisms and procedures. Aspects of the disposition or attitude of the executors are carried out consistently and with commitment from leaders to subordinates. Aspects of the socio-cultural environment

greatly influence the level of employee discipline which is still low, the enforcement of disciplinary punishment is not effective in preventing poor discipline and the performance of ASN Civil Service Civil Service Police.

Based on the conclusions above, it can be suggested; In terms of standards and policy objectives, Satpol PP leaders must increase supervision and conduct skills mastery training according to the field of work, even if necessary carry out state defense activities as a form of awareness of workload and responsibilities. In the aspect of policy resources, Satpol PP leaders must carry out close supervision of the preparation of manual attendance reports so that they are in accordance with the truth. In terms of the characteristics of the implementing organization, Satpol PP leaders must prepare a fingerprint device so that employee attendance can be monitored and cannot be manipulated. In the aspect of communication between related organizations, Satpol PP leaders must establish good communication between units so that activities are well-managed and encourage each other at work. In terms of the attitude of the executors, Satpol PP leaders must consistently remind their ASNs to work optimally according to their duties and responsibilities, so that attendance increases. On the aspect of socio-cultural environmental factors, Satpol PP leaders must find ways to change the lazy attitude caused by the past work culture, consistently enforce employee disciplinary punishment up to severe punishment, dismissal or remote transfer as a form of deterrent effect.

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