



Implementation of policies procedures for provision of additional income, employees in the regional secretariat environment tomorrow city

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Abstract

Provision of Additional Employee Income (TPP) to all Civil Servants (PNS) and Candidates for Civil Servants (CPNS) within the Tomohon City Government through Tomohon Mayor Regulation Number 4 of 2019 which is the Second Amendment to Tomohon Mayor Regulation Number 1 of 2014 concerning Governance The method of providing additional employee income within the Tomohon City Government is starting from the type/criteria for additional employee income, the evaluation component of additional employee income, the amount of the budget paid to the procedure for providing additional employee income, but in its implementation there are still a number of problems related to the implementation and Supervision in providing additional employee income within the Tomohon City Regional Secretariat The purpose of this study is to analyze the implementation of policies on procedures for providing additional employee income within the Tomohon City Regional Secretariat. The research used in this research is descriptive qualitative and the collection technique is by observation, interviews and documentation. In general, the result of this research is that of the 3 (three) indicators of policy implementation according to Charles O. Jones which is used to analyze the procedure for providing additional employee income within the Tomohon City Regional Secretariat, it has not been running optimally, namely organization, interpretation and application.

Keywords: policy implementation, procedure, additional employee income

1. Introduction

Organization is a space for individuals or groups of individuals who work in a coordinated manner to achieve common goals. Organizations have tasks that must be coordinated to be able to realize the goals of the organization. The achievement of organizational goals in the scope of government cannot be separated from the important role of employees who act as thinkers, planners, implementers as well as controllers and supervisors of the government. Employees in the scope of government are Civil Servants (PNS). In addition to carrying out their duties and obligations as a driving force for the government, Civil Servants (PNS) are also entitled to receive rewards as a form of appreciation for their work and to realize employee welfare.

The welfare aspect for employees is one of the principles of implementing policies and management of the State Civil Apparatus (ASN) as mandated in Article 2 of Law Number 5 of 2014 concerning State Civil Apparatus. Employee welfare is also a form of the rights of the State Civil Apparatus (ASN) which includes the provision of salaries and allowances for the State Civil Apparatus (ASN).

The Tomohon City Government has established a policy related to efforts to improve employee welfare through the provision of Additional Employee Income (TPP) to all Civil Servants (PNS) and Prospective Civil Servants (CPNS) within the Tomohon City Government. This policy for providing Additional Employee Income is stipulated in Mayor

Regulation Number 1 of 2014 which was later revised to become Mayor Regulation Number 4 of 2019 concerning Procedures for Providing Additional Income for Civil Servants in the Tomohon City Government.

The Policy on Procedures for Providing Additional Employee Income within the Tomohon City Government stipulates the criteria for providing Additional Employee Income (TPP) within the Tomohon City Government including: (1) TPP based on Workload, (2) TPP based on Place of Work, (3) TPP based on Conditions Work, (4) TPP based on Profession Scarcity, (5) TPP based on Work Performance, and (6) TPP based on Other Objective Considerations.

The Tomohon City Regional Secretariat as one of the implementers of this policy consists of 9 (nine) sections and obtains Additional Employee Income (TPP) based on 2 (two) types of TPP criteria, namely the TPP criteria based on Other Objective Considerations and the TPP criteria based on Workload. In the policy on the procedure for providing Additional Employee Income, it has been regulated regarding the assessment component used as a condition for paying TPP every month. Where the principle of TPP payment is the sum of the components of work behavior with a fixed value of 70% and the work performance/performance component with a maximum composition of 30%. The difference in the criteria for Additional Employee Income (TPP) at the Tomohon City Regional Secretariat affects the amount of the budget paid to employees who work in 9 (nine) sections of the

Tomohon City Regional Secretariat.

Provision of Additional Employee Income (TPP) within the Tomohon City Regional Secretariat as stipulated in the policy is paid every month before being deducted by Income Tax (PPH) and other reduction indicators. The reduction indicator is meant if the employee is not able to meet the assessment components that have been determined in the policy. The assessment component in the policy of providing Additional Employee Income (TPP) is then used as a condition for paying TPP at the Tomohon Regional Secretariat both for TPP criteria based on other objective considerations and TPP criteria based on workload. The assessment components consist of: (1) work behavior component and (2) work performance component.

Components of work behavior include setting the time employees come to work, and complying with working hours regulations such as being punctual in participating in morning and afternoon apple activities. This work behavior component is in accordance with employee attendance based on fingerprint verification for 1 (one) month. While the work performance component is an assessment of the achievement of work targets / employee performance based on filling out a performance application for 1 (one) month. This component of employee work performance is a benchmark for evaluating the workload of employees for 1 (one) month in carrying out all main tasks and functions, as well as carrying out other official duties based on orders from superiors or leaders.

The fact is that there are still gaps in the implementation of the TPP policy at the City Regional Secretariat, namely the lack of supervision and control of employee performance and work performance because so far the determination of TPP payment terms at the Tomohon City Regional Secretariat is only based on the work behavior assessment component only through recapitulation of employee attendance applications or verification. fingerprint for 1 (one) month of work. While the work performance assessment component is not applied or is not calculated as a condition for paying TPP at the Tomohon City Regional Secretariat.

This lack of supervision and control over work performance means that the implementation of the provision of TPP at the Tomohon City Regional Secretariat is not optimal because it does not take into account one of the components of the assessment of TPP that has been stipulated in the policy, namely the work performance component. This is also a bias between the substance that has been determined in the policy and its implementation. Indications of this problem result in non-optimal performance at the Tomohon City Regional Secretariat, the emergence of a sense of injustice in the performance appraisal or work performance of employees between sections at the Tomohon City Regional Secretariat as well as different employee perceptions in the interpretation of this Mayoral Regulation policy.

Based on the description of the background above, in this research the author is interested in exploring this research with the title "Implementation of Policies on Procedures for Providing Additional Employee Income in the Tomohon City

Regional Secretariat". Is the implementation of the procedure for providing additional employee income within the Tomohon City Regional Secretariat in accordance with what is stipulated in the policy? The purpose of this paper is to analyze the implementation of policies on procedures for providing additional employee income within the Tomohon City Regional Secretariat.

2. Literature review

Public Policy Concept

The definition of public policy according to Thomas R. Dye in Ayuningtyas (2014:8) is whatever the government chooses to do or not to do (whatever governments choose to do or not to do). Then Anderson in Agustino (2017:17) defines public policy as a series of activities that have a specific purpose that is followed and carried out by a person or group of actors related to a problem or something that is being considered.

The form of public policy according to Subarsono (2008:3) is "Public policies can be in the form of Laws, Government Regulations, Provincial Government Regulations, Regency / City Government Regulations, Governor Decrees and Regent / Mayor Decrees". Based on Subarsono's opinion, the policy on the procedure for providing additional employee income within the Tomohon City Regional Secretariat which is regulated in the Tomohon Mayor Regulation concerning Procedures for Providing Additional Employee Income within the Tomohon City Regional Secretariat is a form of public policy because it is based on Tomohon Mayor Regulation Number 4 of 2019 concerning the Second Amendment to Tomohon Mayor Regulation Number 1 of 2014 concerning Procedures for Providing Additional Income for Civil Servants within the Tomohon City Government.

Public policy has stages in its development process. According to William N Dunn in Ayuningtyas (2014:30) the development of public policy has the following stages:

a. Agenda Setting

The agenda-setting stage is a very strategic phase and process in the public policy development process. This stage is a space to interpret what are public problems and priorities in the public agenda before these problems become proposed new policy agendas. Therefore, the agenda-setting stage ranks first in the public policy development cycle because it is at this stage that public issues/issues are determined to be raised in a government agenda.

b. Policy Formulation

Issues that are already on the policy agenda are then discussed by policy makers. The problems were defined and then searched for the best problem solver. The problem solver comes from various alternatives or existing policies. Similar to the struggle for a problem to be included in the policy agenda, in the policy formulation stage each alternative competes to be selected as a policy taken to solve the problem.

c. Policy Legitimacy

After policy formulation, the next stage is policy adoption, which is a process to formally take or adopt alternative policy solutions that are determined as a regulation or policy subject which will then be implemented. Policy adoption is largely determined by recommendations, which include information on the benefits and possible impacts of various policy alternatives that have been prepared and will be implemented.

d. Policy Implementation

Policy implementation is a way for policies to achieve their goals. Readiness in the implementation process will determine the effectiveness and success of a policy.

e. Policy Evaluation

Policy evaluation is an assessment of all stages in the policy cycle, when a policy that has been prepared has been implemented. The purpose of policy evaluation is to see whether the policy has succeeded in achieving its objectives and to assess the extent to which the effectiveness of the policy can be accounted for.

The process/stages of policy development above can be concluded that a policy is formulated and then implemented with the aim of solving public problems which in this study are policies related to procedures for providing additional employee income, especially in the Tomohon City Regional Secretariat as an effort to improve employee welfare at the Regional Secretariat Tomohon City, employee work motivation, and employee performance improvement.

Public policy implementation concept

Citing the opinion of Van Meter and Van Horn in Agustino (2017: 126) also states that the implementation of public policies as actions taken by individuals or groups of government or private which are directed to achieve the goals that have been set in policy decisions. . Which means that the implementation process will not be carried out until the law or regulation is enacted and funds are provided to finance the implementation process. Abidin (2012: 145) also expressed his opinion that policy implementation is a very important step in the policy process. Without implementation, a policy is a document that has no effect on people's lives.

Furthermore, Areros (2013:17) defines policy implementation as "getting the job done and doing it". Furthermore, Jones in Areros (2013: 17) formulates implementation limits as "a process of getting additional resources so as to figure out what is to be done". Where the implementation of public policy is a process of obtaining additional resources, so that it can be calculated what must be done. Jones's opinion suggests at least two successive forms of action. First, formulate the action to be taken. Second, carry out the actions that have been formulated earlier.

Based on the opinions of the experts above, it can be seen that policy implementation is a process related to the implementation or application of the substance of policies and programs within an organization or institution so that in the end it will get results that are in accordance with the

objectives set out in the policy.

In connection with this research, the implementation of procedures for providing additional employee income in the Tomohon City Regional Secretariat aims to determine whether the implementation of the procedures for providing additional employee income in the Tomohon City Regional Secretariat is in accordance with what is stipulated in the policy.

Policy implementation model concept

In analyzing policy implementation, a policy implementation model is needed to make it easier for researchers to determine the indicators to be measured. There are several models in the process of implementing public policy, including:

Donald Van Metter & Carl Van Horn policy implementation

According to Van Metter & Van Horn in Agustino (2017: 133-136), there are 6 (six) variables that affect the performance of public policy implementation, including: (1) Policy Size and Objectives; (2) Resources; (3) Characteristics of the Implementing Agent; (4) Attitudes or tendencies of the implementers; (5) Communication between Organizations and Implementing Activities; and (6) Your Economic, Social and Political Environment.

George C. Edward III's model policy implementation

The third policy implementation with a top-down perspective was developed by George Edward III in Agustino (2017: 136-141). Edward III named his public policy implementation model with the term Direct and Indirect Impact on Implementation. In the approach theorized by Edward III, there are 4 (four) variables that greatly determine the success of implementing a policy, namely (1) Communication; (2) Resources; (3) Disposition; and (4) organizational structure.

Policy implementation model Daniel H. Mazmanian & Paul A. Sabatier

Policy implementation according to Daniel Mazmanian & Paul A. Sabatier in Agustino (2017: 144-152) says that there are 3 (three) groups of variables that affect the success of implementation, namely the characteristics of the problem (Tracking of The Problem). Characteristics of policies or laws (Ability to Structure Implementation) and environmental variables (Nonstatutory Variable Affecting Implementation).

Merilee S. Grindle model policy implementation

According to Merilee S. Grindle in Agustino (2017:142) there are 2 (two) major variables that affect policy implementation, namely the content of policy and the policy environment (content of implementation). Each variable

Charles O. Jones model policy implementation

The theory of public policy implementation that the author will use in this research is the theory of policy implementation from Charles O. Jones (in Agustino. 2017: 154-155) as it is known that there are three activities that need to be considered

in policy implementation, namely:

a. Organizing

Organizing is related to the formation or re-determination of resources, units, and methods that lead to efforts to bring policies into results in accordance with what are the goals and objectives of the policy.

b. Interpretation (interpretation)

Interpretation is interpreting the policy language into plans and directions that are appropriate and acceptable and implemented.

c. Application (application)

The application relates to the routine provisions of the provision of services, payments or others in accordance with the goals and objectives of the policies that have been determined. The policy implementation model proposed by Jones basically also measures the success or failure of a policy outcome that is actually implemented in the field by implementers and how it impacts the community and stakeholders, as stated by Saefullah in Areros (2013: 19).

Conception of additional employee income

Additional Employee Income is an addition given to civil servants and civil servants who are associated with attendance and performance assessments that aim to improve the welfare of civil servants. Tomohon Mayor Regulation Number 4 of 2019 concerning the Second Amendment to Tomohon Mayor Regulation Number 1 of 2014 concerning Procedures for Providing Additional Income for Civil Servants Additional Income for Civil Servants within the Tomohon City Government states that "Additional employee income, hereinafter abbreviated as TPP, is income that given as an incentive to improve the welfare and work motivation of civil servants within the Tomohon City Government".

Additional Employee Income is a form of reward given by the Tomohon City Government to all Civil Servants within the Tomohon City Government, including the Tomohon City Regional Secretariat as one of the Regional Apparatuses implementing the policy.

The procedure for payment of Additional Employee Income as regulated in Tomohon Mayor Regulation Number 4 of 2019 is as follows:

- a. TPP is given to civil servants who carry out daily tasks at the Tomohon City SKPD;
- b. TPP is given to civil servants who are assigned to be entrusted with and/or employed/assisted from other Provincial/Regency/City Central Governments who carry out tasks in the Tomohon City Government;
- c. Civil servants transferring from Central, Provincial/Regency/City agencies in the current year may receive TPP if they have carried out their duties as evidenced by an Assignment Order, then the TPP payment for the PNS is calculated starting on the 1st of the following month;
- d. Civil servants who move between SKPD within the

Tomohon City Government, if the transfer is before and/or in the middle of the performance period, the TPP is paid by the new SKPD;

- e. TPP is paid every month to be paid in the following month.
- f. The principle of TPP payment is the sum of TPP payments for the work behavior component with a fixed value of 70% plus the payment of Additional Employee Income for the work performance/performance component with a fixed value of 30%.

3. Research Methods

Research design

The research design that the author uses in this research is descriptive qualitative research. In this descriptive qualitative research, the researcher will describe or describe the implementation of the Policy on Provision of Additional Employee Income in the Tomohon City Regional Secretariat.

Research sites

The location where this research will be conducted is the Tomohon City Regional Secretariat.

Research focus

Based on the research title, namely Implementation of Policy on Procedures for Providing Additional Employee Income in the Tomohon City Regional Secretariat, this research is focused on analyzing the implementation of policies on procedures for providing additional employee income within the Tomohon City Regional Secretariat through Tomohon Mayor Regulation Number 4 of 2019 concerning Procedures Provision of Additional Income for Employees within the Tomohon City Government by using the public policy implementation model proposed by Charles O. Jones, namely organization, interpretation, and application.

Research informants

In this study, researchers will obtain data to be taken from informants by using purposive sampling technique. Purposive sampling is a sampling technique with certain considerations adapted to people who are experts or masters in the field. The informants in this study were: 1 (one) assistant to the General Administration of the Tomohon City Regional Secretariat, 1 (one) Head of the Legal Section of the Tomohon City Regional Secretariat, 1 (one) Head of the Organizational Section of the Tomohon City Regional Secretariat, Head of Sub The Performance Section of the Tomohon City Regional Secretariat is 1 (one) person, and the implementing staff is 1 (one) person.

Data source

Sources of data needed in this study can be in the form of primary data and secondary data. Primary data is data obtained directly from the research location through interviews with research informants at the Tomohon City Regional Secretariat. The secondary data in the research are documents related to the implementation of policies on

procedures for providing additional employee income at the Tomohon City Regional Secretariat.

Data collection technique

▪ Observation

In conducting observations, the researcher went directly to the research location, namely the Tomohon City Regional Secretariat to obtain factual data and actual data obtained from informants. Researchers observed the implementation of procedures for providing additional employee income at the Tomohon City Regional Secretariat.

▪ Interview

To obtain in-depth data and information, the researcher conducted interviews with informants who could provide information according to the needs of this research. Informants in this study were determined based on people who mastered the policy of providing additional employee income at the Tomohon City Regional Secretariat. In conducting interviews, the researcher uses a semi-structured interview type, by providing questions according to the theory used, but has the opportunity to raise new questions that are considered relevant.

▪ Documentation

During the research process, the researcher conducted documentation by collecting data related to the research problem, then using a camera to document research activities in the form of photos and a recording device to record the implementation of the interview process.

Research instruments

The research instrument in this study was the researcher himself. The researcher as a research instrument functions to determine the focus of research, select informants as data sources, collect data, assess data quality, interpret data and draw conclusions from their findings. In carrying out this research, researchers were assisted by other instruments in the form of interview guidelines.

Data analysis technique

▪ Data reduction

After obtaining and collecting data from informants during this research, before the data is presented, the researcher reduces the data first by summarizing and selecting the most basic and important data and information, relevant and supporting the problems in this research. Data reduction was carried out continuously during the research process.

▪ Data presentation

After the data reduction is done, the researcher presents the data to see the overall picture or the relevant and important parts. The data presented in the form of explanations, tables, graphs, relationships between categories, flowcharts and the like.

▪ Drawing conclusions

After obtaining clarity from the problems that have been described in this study, the researcher then draws conclusions as a result of the research that has been carried out and is supported by valid data.

Data validity testing techniques

Data validity testing techniques are used to measure the accuracy of a data in a study. Researchers use triangulation techniques to test the validity of the data in this study through checking data to the same source with different techniques where the data obtained by interviewing research informants will be checked again through direct observation and documentation.

4. Conclusions

Based on the results of the research and discussion, this study concludes that the implementation of the Policy on Provision of Additional Employee Income in the Tomohon City Regional Secretariat is not in accordance with the policy of Tomohon Mayor Regulation Number 4 of 2019 concerning Procedures for Providing Additional Employee Income within the Tomohon City Government. This condition is based on:

1. Organizing, in implementing the policy on procedures for providing additional employee income within the Tomohon City Regional Secretariat, has involved the State Civil Apparatus Performance Management Team (TMKASN), which consists of leaders or superiors at the Tomohon City Regional Secretariat. However, the implementation of this policy has not been optimal due to:
 - Lack of finger print machine equipment resources;
 - Determination of the budget carried out prior to the stipulation of the procedure for providing additional employee income within the Tomohon City Regional Secretariat;
 - The ineffectiveness of the methods used in the procedure for providing additional employee income within the Tomohon City Regional Secretariat; and
 - The method of evaluating work performance in providing additional employee income is not used as a condition for paying additional employee income at the Tomohon City Regional Secretariat.
2. Implementing interpretations in this case the State Civil Apparatus Performance Management Team (TMKASN) consisting of leaders or superiors at the Tomohon City Regional Secretariat through socialization are not carried out thoroughly to the level of implementing staff so that the form of interpretation from employees shows different points of view between employees and employees. leaders or superiors and policy makers in interpreting policies.
3. The application or application of the policy on procedures for providing additional employee income within the Tomohon City Regional Secretariat related to

the activity of paying additional employee income has not been optimal in its implementation because the payment principle applied at the Tomohon City Regional Secretariat is not in accordance with what is stipulated in the policy, among others.

- Timely payment of additional employee income which always exceeds the time limit set in the policy;
- The method of calculating the assessment component of providing additional employee income in this case the work performance component is not applied effectively so that there is no performance appraisal; and
- The amount of the budget paid is not in accordance with the employee's performance.

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