

Original Research Article

Improved Performance of Civil Servant through Additional Income

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Article History

Received: 04.01.2023

Accepted: 11.02.2023

Published: 15.02.2023

Journal homepage:

<https://www.easpublisher.com>

Quick Response Code



Abstract: The purpose of this study was to analyze and describe the results of the evaluation of the policy of providing additional employee income and the supporting and inhibiting factors in the implementation of the policy of providing additional employee income to improve the performance of civil servants at the Personnel Agency and Human Resources Development in Malang City. The Malang City Personnel and Human Resources Development Agency (BKPSDM) is one of the Regional Apparatus Organizations (OPD) in the Malang City Government. This study uses descriptive qualitative research methods and is located at the Malang City Personnel and Human Resources Development Agency. The results showed that the policy of granting TPP to improve the performance of BKPSDM Malang City employees based on Malang Mayor Regulation Number 2 of 2021 had been implemented effectively, and the increase in employee performance in general as assessed by the value of work discipline and the value of work productivity had achieved the expected results. Besides that, it has been found that the supporting factors in implementing the policy of granting TPP to improve the performance of BKPSDM Malang City employees are the support and commitment of the leadership, the availability of budget, adequate facilities, and infrastructure. At the same time, the inhibiting factor is a lack of employee commitment to maintaining discipline at work—adequate facilities and infrastructure. At the same time, the inhibiting factor is a lack of employee commitment to maintaining discipline at work—adequate facilities and infrastructure. At the same time, the inhibiting factor is a lack of employee commitment to maintaining discipline at work.

Keywords: Performance, Income, Civil Servant.

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INTRODUCTION

At present, by following all existing developments in social life and achieving the goals of an agency where technological developments are increasingly sophisticated, it is necessary to have a driving factor for employees to be able to do a good job. Irrelevant salary is used as a single tool to improve employee performance. Thus compensation is needed besides the employee's regular salary. To increase employee professionalism, welfare, and performance, one of the strategies that can be implemented is to provide additional employee income (TPP) for civil servants.

Additional income for civil servants must be from the government's laws and regulations. The provision of additional employment income increases employee performance and compensates employees

who have performed well. With the awards given as additional income, employees can always maintain good performance and focus on serving the community. The goals and benefits of providing additional income to Regional Civil Servants (PNSD) are related to the performance of local government apparatus because several government sectors have so far received poor records from various parties.

In preparing and implementing the Additional Income policy for Civil Servants, it is necessary to formulate a legal basis that becomes the legal umbrella for this policy. The Government Regulation of the Republic of Indonesia Number 12 of 2019 concerning Regional Financial Management in Article 58 paragraph (1) states that the Regional Government can provide additional income to ASN by taking into account the regional financial capacity and obtaining DPRD approval by statutory provisions. Furthermore,

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in paragraph (3), it is also stated that a Regional Head Regulation stipulates the provision of additional income to regional ASNs based on Government Regulations. Thus, the government regions must draw up a Regional Head Regulation as a legal basis for providing additional employee income according to the mandate of the regulations above.

Based on the technical instructions for providing additional employee income contained in Malang Mayor Regulation Number 2 of 2021 concerning Provision of Additional Income to State Civil Apparatus Employees, it is explained regarding the provision of additional employee income given to civil servants according to their position class both from Pratama High Leaders, Administrators, Supervisors and executors and certain functional officials. It is also explained in the regulation that the TPP assessment is every month based on productivity work and discipline work and given to civil servants once a month at the beginning of the following month. The provision of additional income can be given a maximum of every month on the condition that every civil servant comes to work according to the applicable working hours by carrying out electronic attendance.use fingerprints well as carry out their duties according to their position so that it is stated in the monthly activity achievements, which are filled in through the e-Kinerja application for the entire month. Total grants are also given to civil servants taking annual leave, carrying out official travel, official education/training, and the like by statutory provisions.

The Malang City Personnel and Human Resources Development Agency (BKPSDM) is one of the Regional Apparatus Organizations (OPD) in the Malang City Government. Based on Malang City Regional Regulation Number 5 of 2019 concerning Amendments to Regional Regulation Number 7 of 2016 concerning the Formation and Composition of Regional Devices, the Personnel Agency and Human Resources Development Agency for Malang City is type B which carries out supporting functions for government affairs in the fields of staffing, education, and training. In the demands for improving the quality of government apparatus resources for bureaucratic reform, the Malang City BKPSDM has the task of conducting ASN employee performance assessments. In addition, the Malang City Personnel and Human Resources Development Agency, as the executor of staffing management in Malang City, have more demands in implementing personnel management within BKPSDM itself. Based on this, with responsibilities in government affairs regarding staffing, the Malang City BKPSDM apparatus is considered to have more understanding and understanding of all laws and regulations related to staffing.

Based on the results of the author's observations, there are still attendance and attendance values productivity work that could be more optimal, so it affects the level of performance of civil servants. Attendance data and work productivity of civil servants in 2021 at BKPSDM Malang City can be seen in Table 1 as follows:

Table 1: Performance Recapitulation Data at BKPSDM Malang City in 2021

No.	Month	Performance	
		Score Presence	Work productivity
1.	January	98.12	87,81
2.	February	98.90	87,76
3.	March	95.49	88.41
4.	April	95.84	86.95
5.	May	96.78	87.34
6.	June	95.62	86,49
7.	July	89.56	86,82
8.	August	91.59	87,40
9.	September	97.48	88.00
10.	October	98.96	86.75
11.	November	99.28	87,77
12.	December	99.62	86,79

Based on the table above, recorded performance data for PNS BKPSDM Malang City until the end of December 2021, there were fluctuations in attendance and work productivity values. In the table, the performance of BKPSDM has yet to be maximized based on the value of attendance and work productivity. Some factors affect fluctuations in these values, for example, the work environment conditions, which were heavily influenced by work system policies during the Covid-19 pandemic, which led to Work From Home

(WFH) policies, work shift distribution policies, and so on.

In implementing the provision of TPP to ASN, the Heads of Regional Apparatuses are required to carry out coaching and evaluate performance achievements as good discipline his employees. When talking about evaluation, one of its primary functions is to provide valid and reliable information about the performance of a policy or activity program. The evaluation also

contributes to the classification and critique of the values that underlie the choice of goals and objectives and value targets that can be specified by defining and operating goals and targets. In the end, an evaluation can be used as input in planning to increase the effectiveness and efficiency of its utilization of resources.

Evaluation of the Policy for Providing Additional Employee Income is carried out periodically with times that may vary from month to month. Evaluation of this policy in the outline will assess the process of providing additional income to each employee, whether it is by applicable regulations, and what problems or obstacles are often encountered in the process and see the extent of the impact on the Civil Servants. As a basis for knowing and understanding whether the policy of providing additional employee income is successful in increasing employee performance, it must first be examined how planning, implementation, and performance appraisal support the results of evaluation activities as an integrated part of the planning system. With in-depth and comprehensive research, a research result will be obtained which shows how the results of the evaluation of the policy of providing additional employee income to improve employee performance at the Personnel and Human Resources Development Agency in Malang City can be provided with future improvement solutions to realize an increase in the quality of employee performance in the future.

LITERATURE REVIEW

Public Policy Theory

According to RS Parker in Ekowati (2005: 5), public policy is a series of principles or specific goals or actions a government takes during a certain period when a crisis occurs. The definition of public policy put forward by Hamdi (2014: 33) is the output or results of the administration of state government, in addition to the results in the form of laws and regulations, public

goods, and public services. Hamdi further (2014: 36) states, "Policy is generally understood as a decision to deal with certain matters. However, the policy is not just an established decision." According to Dunn in Ali, Nature and Time (2012: 27), there are (three) approaches that can be used in analyzing policies; these approaches include empirical approaches, evaluative approaches, and normative approaches.

In essence, the theory of policy evaluation is an activity related to the evaluation of a policy which includes matters of substance, implementation, and impact. In this stage, evaluation is seen as a functional activity. This means not only policy evaluation is only held at the final stage but carried out throughout the policy implementation process. So, policy evaluation can include the stages of formulating policy issues, programs proposed to solve policy problems, implementation, and stages of policy impact. Based on Anderson's opinion Winarno (2008: 166) said that policy evaluation is explained as an activity that involves estimation or policy assessment which includes substance, implementation/implementation, and the impact of implementing a policy.

In formulating a policy, it must have stages of elements to achieve reasonable goals according to the previously agreed targets. Formulations), adopt, implement, and evaluate/evaluate policies. According to Wollman (2007: 393), there are three types of policy evaluation, namely Ex-ante evaluation as an essential instrument for determining the choice of various existing policy options; ongoing evaluation to provide relevant information; and ex-post evaluation, which aims to provide an assessment of the level of achievement the purpose of implementing a policy and the impact of the policy that has been implemented.

According to William N. Dunn in Nugroho (2014), several evaluation criteria are described in the following table:

Table 2: Evaluation Criteria according to Dunn

Criteria type	Question	Illustration
Effectiveness	Has the desired result been achieved?	Service units
Efficiency	How much effort is required to achieve the desired result?	Unit cost, net benefit, the cost-benefit ratio
Adequacy	How far is achieving the desired result in solving the problem?	Fixed costs, Fixed effectiveness.
Equity	Are the cost benefits distributed equally among different groups?	Pareto criteria, Kaldor-Hicks criteria, Rawls criteria.
Responsiveness	Do the policy outcomes satisfy particular groups' needs, preferences, or values ?	Consistency with citizen surveys
Accuracy	Is the desired result (goal) useful or valuable?	Public programs must be equitable and efficient

Source: Nugroho R. 2014. Public Policy.

Performance Theory

According to Ivancevich in Kasmir (2015: 183), performance results from what is desired by the organization or company. Performance is the behavior

of work results achieved in completing the tasks and responsibilities given within a certain period. According to Colquitt in Kasmir (2015: 183), performance is determined by three factors, namely task performance

(task performance), loyalty behavior (citizenship behavior) as positive behavior, and counterproductive behavior (counterproductive behavior) as negative behavior. Based on this explanation, there are several functions of performance, including performance competence refers to the level of a personal relationship between tasks and skills, abilities, knowledge, and experience; the ability to perform is related to the availability of technology, and the willingness to do refers to the desire and willingness to make efforts to achieve results.

According to Rivai (2010: 311), performance objectives are used to determine the level of employee achievement, provide matching rewards, for example, to provide a basic salary increase and monetary incentives, encourage accountability from employees, increase work motivation, help place employees by the achievement of results work, as a tool to level performance and improve work ethic. In knowing the level of one's performance, management tools are needed to improve the quality of decision-making and accountability. Performance measures or overall job performance are then converted into basic behavioral assessments, according to Hady Sutrisno (2009: 167), which include work results, job knowledge, initiative, mental skills, discipline, and attitudes.

Compensation Theory

According to Hasibuan (2017: 119), compensation is all income in the form of money, direct or indirect goods received by employees as employees. The Reward for the services provided to the company. Furthermore, according to Handoko (2014: 155), compensation is everything employees receive as remuneration for their work. Establishing an effective compensation system is integral to human resource management because it helps attract and retain talented jobs. In practice, compensation has several specific objectives to support the achievement of an agency's goals. According to Hasibuan (2017: 121), the objectives of providing compensation include cooperation bonds, job satisfaction, effective procurement, motivation, employee stability, discipline, labor union influence, and labor influence. Compensation takes different forms depending on the circumstances, Nawawi (2011).

The Concept of Providing Additional Employee Income (TPP)

In preparing and implementing the Additional Income policy for Civil Servants, it is necessary to formulate a legal basis that becomes the legal umbrella for this policy. The Government Regulation of the Republic of Indonesia Number 12 of 2019 concerning Regional Financial Management in Article 58

paragraph 1 states that the Regional Government can provide additional income to ASN Employees while still paying attention to Regional Financial capabilities and obtaining DPRD approval by statutory provisions. Furthermore, in paragraph 3, it is also stated that a Regional Head Regulation stipulates the provision of additional income to regional ASN employees based on Government Regulations. The objectives and benefits of providing additional income to Civil Servants are related to the performance of the regional government apparatus.

METHODOLOGY

Research Design

This research uses a descriptive qualitative research method because in this study, what you want to observe and examine is in the form of social situations or dynamics carried out by the Personnel and Human Resources Development Agency in Malang City. The data that has been obtained will then be analyzed qualitatively for further conclusions drawn inductively.

Research Sites and Focus

The research location is the Malang City Personnel and Human Resources Development Agency because it is based on the consideration that Malang City BKPSDM is one of the regional apparatuses in the Malang City Government which has duties and responsibilities towards staffing managers and has received the 2020 BKN Award Charter given to Malang city government for achievements in planning needs, procurement, ranks, and pensions by the state civil service agency. The dimensions that are the focus of this study are evaluation Study Regarding Providing Additional Income to State Civil Apparatus Employees Based on Malang Mayor Regulation Number 2 of 2021 at the Malang City Personnel and Human Resource Development Agency to improve the performance of civil servants at the research location.

Research Informants

Research informants are considered to know the most about the problem under study, making it easier for the writer to explain the object/ situation under study. The informants in the research at the Personnel and Human Resources Development Agency were several heads of sub-sectors, civil servants who were experienced and understood the policy of Providing Additional Employee Income, and Civil Servants who received Additional Employee Income.

Data Analysis Technique

The data analysis technique in this study is according to the theory of Miles, Huberman, and Saldana (2014) through data collection, condensation, data presentation, and conclusion and verification.

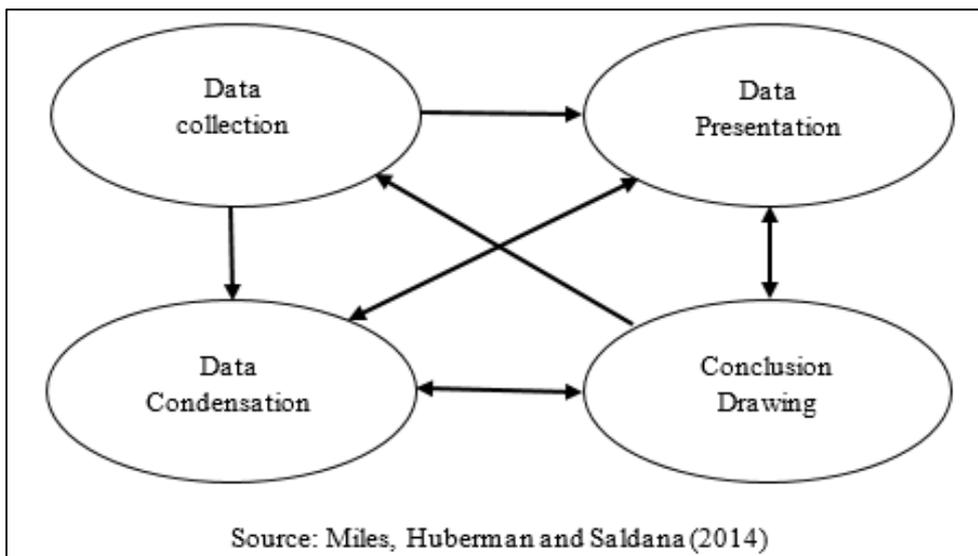


Image 1: Interactive Model Data Analysis Components

RESULTS AND DISCUSSION

RESULTS

The researcher describes the findings in the field based on the research focus on policy evaluation of providing additional employee income to improve the performance of civil servants at the Personnel Agency and Human Resource Development in Malang City. Information obtained from the observation, documentation, and interview processes is expected to provide an overview of how the policy of providing additional income to employees to improve the performance of civil servants has been implemented.

By the research focus as in Chapter III, the authors conducted research with the first evaluation indicator, effectiveness. The effectiveness in question is the achievement of success in achieving the goals that have been set. Effectiveness is related to what has been done to achieve the expected results with the actual results that have been achieved. The greater the results of the expected goals, the more influential the things that have been done. Based on article 14, paragraph (7), Malang Mayor Regulation Number 2 of 2021 states that the monthly activity assessment results are assessed as follows. The achievement of monthly activities is more than or equal to 76 (seventy-six). The SKP value is 100% (one hundred percent), monthly activity achievement is less than 76 (seventy-six), and more excellent or equal to 61 (sixty-one) than the SKP value is 75% (seventy-five percent), monthly activity

achievement is less than 61 (sixty-one) and greater than or equal to 51 (fifty-one) then the SKP value is 50% (fifty percent). If monthly activity achievement is less than 51, then the SKP value is 0% (zero percent).

Based on the Table of Performance Scores for BKPSDM Implementing Staff Employees, it can be seen that the achievement of performance scores for BKPSDM implementing staff in Malang City reached an average value of above 90%. The highest performance value occurred in February, 99.56%, and in December, 99.85%. Values above 90% indicate that the policy of providing additional employee income is exceptionally influential on the performance of BKPSDM Malang City employees so that employees improve their performance in addition to realizing excellent service for the community; it is also expected to increase the welfare of the employees themselves. Based on the data above, there has also been a decline in performance for several months. The lowest performance value recorded occurred in July 2021, where the average performance value of implementers was 93.02%.

The policy of giving TPP is felt to be very influential on the performance of BKPSDM Malang City employees. Performance per month for one year in 2021 has increased, although several months have decreased due to particular circumstances. We can see changes every month in the graphic image as follows:

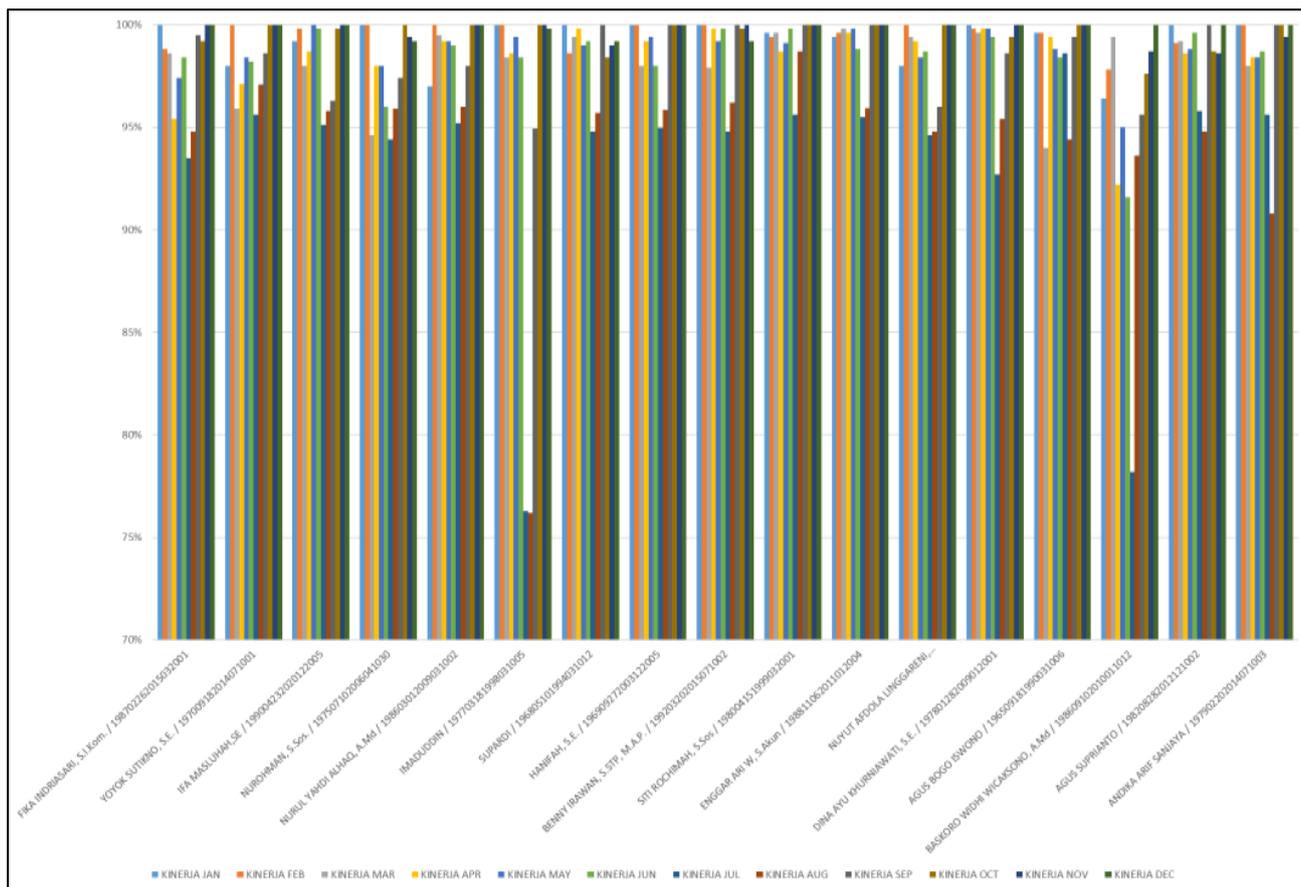


Image 2: Graph of Employee Performance Value of BKPSDM Implementing Staff
 Source: Malang City BKPSDM Secretariat in 2021

Based on the graph above, the achievement of the performance scores of several employees of the Malang City BKPSDM implementing staff has increased every month to reach quite good. Namely, the average value is above 90% even though performance has decreased in several months. The lowest performance score was recorded in July 2021. According to the Head of the General and Personnel Subdivision of the Malang City BKPSDM Secretariat, in these months, there was indeed a decrease in performance due to the implementation of Emergency PPKM due to the high increase in Covid-19 cases.

Based on the table and graph above, it can be seen that the provision of TPP for Malang City BKPSDM employees has been quite effective in having an impact on improving the performance of Malang City BKPSDM employees because it can be seen that the average performance achievement is good enough that it affects the nominal TPP obtained by each employee. In this way, the TPP granting policy is effective enough to improve employee performance, which is the purpose of this policy.

Equality in public policy means that justice is given and obtained from the target of issuing a public

policy. The key to alignment is justice or fairness. In evaluating the TPP granting policy, aspects of justice felt by all PNS in calculating the TPP nominal obtained will be assessed. Based on the interviews with informants, it was found that the implementation of the TPP policy had clear indicators of assessment for work time discipline and sanctions for disciplinary violations according to Government Regulation (PP) Number 94 of 2021. Cutting TPP was due to the disciplinary aspect of using attendance through fingerprint. At the same time, work productivity was carried out through the e-performance application, according to Malang Mayor Regulation 2 of 2021.

In the implementation of TPP granting, based on Malang Mayor Regulation Number 2 of 2021, it is known that each nominal received by each employee is different according to their position class. The job class is obtained from the job analysis and analysis calculated workload and analyzed by divisions of the organization by the workload of each position carried out by structural officials, functional officials, and executors. As can be seen from the Basic TPP table per Job Class as follows:

Table 3: Table of TPP Basic Amounts per Class of Occupation

No.	Office Class	Basic Tpp Per Month (Rp.)
1.	15	29,031,406.00
2.	14	23,059,771.00
3.	13	17,555,064.00
4.	12	15,755,857.00
5.	11	12,598,386.00
6.	10	9,740,127.00
7.	9	8,472,415.00
8.	8	5,923,604.00
9.	7	5,222,818.00
10.	6	4,538,569.00
11.	5	3,785,028.00
12.	4	2,243,300.00
13.	3	1,853,538.00
14.	2	1,533,066.00
15.	1	1,212,595.00

Source: Malang Mayor Regulation Number 2 of 2021 p. 24

Based on the table above, it can be seen that the TPP award for civil servants varies according to their position class. Executors with position class 7 receive a different nominal from executors with position class underneath. This is because the position class is influenced by the workload carried out by the executor as well as the minimum educational qualifications required to occupy the said position. Based on the things that exist in the field, there is a slightly different reality, where some implementing employees feel that the policy of granting TPP is still unable to provide a sense of justice.

From the data and results of several interviews above, the authors can conclude that the policy of granting TPP based on Malang Mayor Regulation Number 2 of 2021 has paid attention to aspects of fairness and fairness because the calculation indicators have been transparently assessed through the list of attendees fingerprint and performance appraisal through-performance based on predetermined position classes.

The meaning of responsiveness in public policy is a response to the target group when public policy is implemented. In evaluating the TPP granting policy, responses or accurate responses from civil servants will be observed for implementing this TPP granting policy, as well as suggestions from employees for further improvement of the TPP granting policy. Based on several results of interviews with informants, it can be concluded that the level of responsiveness to this TPP policy is quite good. This TPP granting policy can improve the performance and discipline of civil servants because this TPP is also an addition to improving the welfare of civil servants. In the end, good responses from civil servants who became objects to this TPP policy can improve overall organizational performance. In the end, the service to the community will also be even better.

In addition, the author also examines two factors, namely the supporting factors and inhibiting factors in the implementation of the policy of granting

TPP to BKPSDM employees, which the authors have found from interviews with informants, it is known that the supporting factors for the implementation of the policy of granting TPP to BKPSDM employees in Malang City are support and commitment from the leadership of the Personnel Agency. Moreover, the Development of Human Resources in Malang City supports the implementation of the policy objectives of granting TPP, the availability of an adequate budget for implementing this TPP policy, and the provision of adequate facilities and infrastructure to support the implementation of this policy as expected.

The author found that there were inhibiting factors in the implementation of the policy of granting TPP to BKPSDM Malang City employees, namely the compliance of the employees themselves, which had to be maintained because there were several employees who outsmarted the morning attendance system by leaving early in the morning for fingerprints and then leaving the office again and just returned to the office after the appointed hour. Internal control from superiors to always maintain the discipline of the staff under them is needed so that the maximum performance expected from implementing this policy can be achieved.

DISCUSSION

The results of the research obtained by the authors show that the policy of granting TPP to BKPSDM employees based on Malang Mayor Regulation Number 2 of 2021 has been implemented effectively. Improving employee performance in general, as assessed by the value of work discipline and productivity, has achieved the desired results. It can be seen from table 4.3 in the research results above; it can be seen that the achievement of monthly activities assessed through the e-employee performance application is still included in the minimum required score of 76 so that the work productivity score is assessed with a value of 100 by article 14 paragraph (7) of the Regulation Mayor of Malang Number 2 of 2021.

The Alignment criterion's intent is to analyze whether costs and benefits have been distributed equally among groupsPublic, especially target groups and beneficiaries. Equality in public policy means that justice is given and obtained from the target of issuing a public policy. The key to alignment is justice or fairness. In evaluating the TPP granting policy, aspects of justice felt by all PNS in calculating the TPP nominal obtained will be assessed. Based on the results of the research obtained by the authors, it shows that the policy of granting TPP to BKPSDM employees based on Malang Mayor Regulation Number 2 of 2021 has been carried out by prioritizing aspects of fairness in the performance appraisal process.influenceTPP nominal acquisition of each employee. Attendance benchmark every employee is rated with an attendance fingerprint which cannot be manipulated so that if an employee is late or goes home prematurely, it will affect the value of his discipline, thereby reducing his TPP acquisition. Likewise, performance productivity gains reported through the e-performance application must also be attached with supporting evidence that has been carried out and is assessed every month by the direct supervisor so that performance values appear, which, if they get a terrible score, will reduce the acquisition of the TPP.

Then for the amount of TPP, for calculation, the maximum nominal that each employee can obtain has also been based on position class guided by Malang Mayor Regulation Number 2 of 2021. So that it has been calculated in depth regarding the leveling aspect which pays attention to the fairness of each responsible for each position holder according to their responsibilities carried; every policy implementer must follow the procedures contained in the TPP policy, namely they must meet disciplinary criteria by being punctual at work and completing work assignments on time. The criteria for work productivity are seen from the indicators of obligations and responsibilities according to their position. So, in the end, there are no more gaps social between employees who are disciplined and achievers with employees who are not disciplined and do not excel.

The purpose of responsiveness in public policy can have the meaning of a response to an activity as well as a response to public policy targets for the implementation of a policy—a successful policy can be observed from the response to the implementation of the resulting impact, both positive and negative. In evaluating the TPP granting policy, responses or accurate responses from civil servants will be observed for implementing this TPP granting policy, as well as suggestions from employees for further improvement of the TPP granting policy. Soedarmo (2011: 125) conveys that responsiveness is the attention and fulfillment of citizens' demands and requests by administrators or government officials.

Based on the data the author has collected, it can be seen that the responsiveness aspect in responding to the issuance of the TPP granting policy based on Malang Mayor Regulation Number 2 of 2021 is quite good.PerformanceBKPSDM employees show an increase because performance values that meet the requirements will have an impact, namely the nominal TPP they will get will be maximum. The excellent response is the goal of its enactment policy giving this TPP which in the end can improve overall organizational performance which in the end, the service to the community will also be even better. In addition, the authors also obtained data about the supporting factors and inhibiting factors in the implementation of the TPP granting a policy to increase performance in Malang City BKPSDM employees.

Several supporting factors in the implementation of the policy of granting TPP to increase the performance of Malang City BKPSDM employees in the field. The TPP policy is indeed expected as a way to improve employee performance which also has an impact on increasing employee welfare. So that they are more focusing carrying out their duties. The first supporting factor is the support and commitment of the leadership of the Malang City Personnel and Human Resources Development Agency to succeed in the common goals of the issuance of this TPP granting policy. With good support and commitment from leaders, they can provide examples of good performance and behavior to their subordinates, and enforcement discipline work can also be more assertive. Then the second is the adequate availability budget for the implementation of the TPP granting policy for ASN, and the third is the provision of adequate facilities and infrastructure to support the smooth implementation of the policy. With adequate facilities and infrastructure, policies in the context of improving employee performance can be adequately implemented.

Inhibiting factors in implementing the policy of providing TPP to Malang City BKPSDM employees in the field. From the research results above, it can be seen that the inhibiting factor for implementing the policy of granting TPP in an effort to increase the performance of BKPSDM Malang City employees is that not all BKPSDM employees are committed to maintaining discipline at work. There are still some employees who lack discipline by tricking the system attendance fingerprint them by taking attendance in the morning, then leaving the office again and only returning to the office not according to the starting time for work, thereby reducing the desired goal of this TPP granting policy, namely increasing employee discipline. The various efforts that the Malang City Government has made to maintain and improve the performance of civil servants in the Malang City Government by issuing Malang Mayor Regulation Number 2 of 2021 ultimately return to the personal self of each employee

to succeed in the objectives of issuing this policy by increasing quality their performance. With the issuance of this TPP policy, the Malang City Government is also trying to improve the welfare of civil servants within the Malang City Government so that service to the community is even better.

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSION

The policy of granting TPP to improve the performance of BKPSDM Malang City employees based on Malang Mayor Regulation Number 2 of 2021 has been implemented effectively. Improving employee performance, in general, as assessed by the value of work discipline and productivity, has achieved the expected results. The value of discipline based on attendance through the average fingerprint shows promising results. The rules cause an increase in the discipline in the Mayor's Regulation (Perwal) regarding the granting of TPP mention existssubtr action nominal TPP obtained by employees if any are not disciplined at work so that employees try to remain disciplined at work. Then the value of work productivity, which is assessed based on the e-performance application, also shows an increase in the performance of employees according to the task responsibility each rated by superiors. The performance appraisal must also be accompanied by supporting evidence to increase the validity of the performance that the employee has performed. Performance Value consists of factors Discipline and work productivity factors in the system will display the TPP nominal value obtained by the employee.

Aspect even distribution in implementing the policy of granting TPP to improve the performance of Malang City BKPSDM employees based on Malang Mayor Regulation Number 2 of 2021, it has been implemented quite well by prioritizing aspects of fairness in the performance appraisal process, which affects the TPP nominal acquisition of each employee. The benchmark for the presence of each employee is assessed by fingerprint attendance which cannot be manipulated so that if an employee is late or goes home prematurely, the time of absence will be immediately recorded by the system and will affect the value of his discipline thereby reducing the employee's TPP. In addition to measuring each employee's attendance, which is assessed by the fingerprint attendance report, performance productivity gains reported through the e-Kinerja application must also be attached with supporting evidence carried out every month. The evidence is assessed by the direct supervisor so that the performance value appears which if it gets a bad score, will affect the acquisition of the TPP. Then for the Basic Amount of TPP for calculation, the maximum nominal amount each employee can obtain is also based on position class guided by Malang Mayor Regulation Number 2 of 2021. In this calculation, an in-depth calculation of the leveling aspect has been taken, which

pays attention to the fairness of each responsibility per each position holder according to workload and the responsibility it bears.

The policy of granting TPP to improve the performance of BKPSDM Malang City employees based on Malang Mayor Regulation Number 2 of 2021 has shown good responsiveness. The performance of BKPSDM employees shows an increase due to performance values that meet the requirements will have an impact. Namely, the nominal TPP they will get will be the maximum. This good response is the goal of implementing this TPP granting policy, which can improve overall organizational performance, ultimately serving customers. Publicalso it will be better.

Supporting factors in the implementation of the TPP granting a policy to improve the performance of the Malang City BKPSDM employees are the support and commitment of the leadership of the Personnel and Human Resources Development Agency for the City of Malang to succeed in the common goals of the issuance of the TPP granting policy, the second is availability adequate budget for the implementation of the TPP granting policy for ASN, and the third is the provision of adequate facilities and infrastructure to support the smooth implementation of the policy. With adequate facilities and infrastructure, policies to improve employee performance can be implemented properly. While the inhibiting factor in implementing the TPP policy to improve the performance of BKPSDM Malang City employees is that not all BKPSDM employees are committed to maintaining discipline at work, so there are still some employees who are less disciplined at work getting around the fingerprint attendance system.

SUGGESTION

Regarding the level of employee compliance in implementing the policy, the authorized officials, specifically more direct superiors, put forward aspects of professionalism in terms of supervising the level of employee discipline by giving direct examples of discipline so that they can reprimand employees without discriminating when there are subordinate employees who are starting to be undisciplined at work. According to the author, to overcome the problems of implementing policies in the field, the policy of providing TPP must be evaluated periodically to improve systems that are felt to be not optimal, namely, internal evaluations of employee performance per quarter. It is necessary to periodically increase the capacity of BKPSDM employees in the form of technical guidance and training which can improve the self-quality of each employee and a better understanding of their duties and responsibilities so that the resulting performance can be even better, namely by holding mentoring activities Technical on Employee Discipline in BKPSDM Malang City.

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Cite This Article: Apriliyana Dwi Alitanti, Sukardi, Dwi Suharnoko (2023). Improved Performance of Civil Servant through Additional Income. *East African Scholars J Edu Humanit Lit*, 6(2), 50-59.