

Original Research Article

Improving the Performance of Civil Servants Through an Income Improvement Allowance Scheme in Jayawijaya Regency

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Article History

Received: 20.03.2025

Accepted: 26.04.2025

Published: 05.05.2025

Journal homepage:

<https://www.easpublisher.com>

Quick Response Code



Abstract: This study aims to analyze the implementation of the policy of providing additional, conditional income improvement allowances to improve the performance of civil servants, as well as identify inhibiting and supporting factors for its implementation. The research location was at the Regional Development Planning Agency office in Jayawijaya Regency. The research method uses a descriptive qualitative approach with Miles and Huberman analysis techniques based on interview data, observation, and documentation. This study found that implementing the income improvement allowance policy at Bappeda Jayawijaya Regency is relatively effective but still leaves various structural deficiencies. Income improvement allowance improves discipline, productivity, and job satisfaction, with allocations based on position, workload, and discipline, although employee understanding of the assessment mechanism is uneven. Successful implementation is supported by human resource competence, budget adequacy, organizational communication, and electronic attendance systems. In contrast, the main challenges of lack of transparency, limited facilities, weak commitment of implementers, and employee resistance still hamper the effectiveness of the policy. The findings emphasize the need for internal communication reform, strengthening the integrity of implementers, and continuous education on policy substance to ensure more sustainable success. This research is expected to contribute to Bappeda Jayawijaya Regency in strengthening human resources through training and education to improve employees' managerial and communication skills. In addition, ensuring the timely availability of the income improvement allowance budget and implementing strict supervision of employee attendance and performance is important. Providing strict sanctions will also improve discipline and effectiveness of policy implementation.

Keywords: Employee Income Supplement, Performance, Policy Implementation.

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1. INTRODUCTION

Public sector organizations are important in providing vital services to ensure public welfare. As entities financed by public funds, these organizations must manage resources transparently and account for them publicly. In the increasingly complex dynamics of public services, human resources are the main factor determining service quality. Public service goals will be challenging to achieve without competent and professional apparatus. Therefore, increasing human resources capacity needs to be a priority on the agenda of bureaucratic reform. Excellent human resources not only support service effectiveness but also strengthen government legitimacy in the eyes of the community.

The focus on strengthening the performance of the public apparatus is becoming increasingly relevant, given that public demands for public services that are fast, accountable, and adaptive to change continue to increase significantly.

Civil servants play a strategic role in government functions and in maintaining national unity. Civil servants must have high integrity and professionalism and be free from corruption, collusion, and nepotism. In the context of bureaucratic modernization, the expectations of civil servants are limited to administration and proactive agents of change in improving public services. Therefore, attention to the

welfare of civil servants is significant in encouraging motivation, loyalty, and dedication in carrying out their duties. Employee welfare, one of which is through additional income policies, is believed to improve individual and collective organizational performance. This supports national development goals, namely realizing public services that are more effective, efficient, and oriented to the community's needs.

One of the concrete efforts to improve the welfare and performance of civil servants is through the income improvement allowance policy. An income improvement allowance is a form of compensation beyond basic salary based on employee performance and contribution. This policy is designed to increase work motivation, discipline, and employee performance in carrying out their duties. Income improvement allowance is a financial incentive and a strategic instrument to build a performance-based work culture. With the income improvement allowance, employees are expected to be more motivated to provide the best service to the community, increase work innovation, and strengthen governance accountability. In the long term, the income improvement allowance is expected to encourage the creation of a more professional and responsive bureaucracy that significantly improves public service quality.

Income improvement allowance is based on the principles of objectivity and accountability stipulated in national regulations, particularly in regional financial management guidelines. Additional income is given based on measurable considerations such as workload, performance results, and other objective factors. With this approach, income improvement allowance prioritizes the principles of justice and encourages the creation of a culture of meritocracy within the bureaucracy. Linking income improvement allowance with individual performance achievements increases productivity, innovation, and employee accountability. In addition, a transparent income improvement allowance mechanism is also part of the bureaucratic reform strategy to accelerate the creation of a clean and authoritative government. Therefore, the role of income improvement allowance is not only material but also has a structural impact on building a performance-based human resource management system.

However, implementing the income improvement allowance policy is inseparable from complex challenges. Local governments must consider the available fiscal capacity so that income improvement allowance does not overburden the regional budget. In addition, clear workload standards, measurable performance indicators, and an objective and transparent evaluation mechanism are needed to avoid injustice in the distribution of income improvement allowance. Without a strong system, the income improvement allowance risks becoming a mere formality without impacting improving employee performance. Therefore,

an in-depth evaluation of the implementation of income improvement allowances is important to ensure their effectiveness. This study aims to analyze the contribution of the income improvement allowance to improving the performance of civil servants, as well as identify factors that support or hinder the effectiveness of the policy in the context of local government in Indonesia.

Although the income improvement allowance policy is expected to improve the performance of the apparatus, its implementation is not free from various challenges. Local governments must consider fiscal capacity so that income improvement allowance does not burden the budget and establish objective and transparent workload standards, performance indicators, and evaluation mechanisms to avoid injustice. Without a strong system, income improvement allowance risks becoming a formality with no real impact on performance. Madjid's (2016) research shows a positive correlation between increased income and employee performance, while Tama (2016) found that additional income does not always motivate improved performance. These differences in findings indicate that the effectiveness of the income improvement allowance still needs to be further researched, especially related to variations in implementation in various regions, to produce evidence-based policies that are more adaptive and effective.

This study aims to analyze the policy's implementation of providing additional, conditional income improvement allowances to civil servants to improve performance at Regional Development Planning Agency (Bappeda) Jayawijaya Regency. In addition, this study aims to identify and analyze the inhibiting and supporting factors that affect policy implementation. This research has theoretical benefits in determining the normative aspects of implementing the Conditional Income Supplement Allowance for civil servants to improve performance at the Jayawijaya Regency Bappeda and analyzing the effect of providing these allowances on improving civil servant performance. Meanwhile, the practical benefits of this research are expected to add to the literature and become a reference for similar studies and a reference material for reviewing and analyzing policies for providing additional income for civil servants, especially in improving performance in government agencies.

2. LITERATURE REVIEW

Public policy includes various types of depth, such as politics as an intervention, government processes, and democratic governance. According to Sadhana (2011), public policy is state officials' decisions for the public interest, which arise from competition between various actors and sectors, with public officials as key actors. Santoso *et al*. (2001) state that public policy is the direction of government action from the national to the local level. This policy differs from private sector policies because it is formulated and

implemented by the government for the public interest. According to Mazmanian & Sabatier (1983), policy implementation is the implementation of important political decisions such as laws or regulations. Agustino (2006) adds that implementation involves problem formulation, evaluation, and planning. Communication, resources, bureaucratic disposition, and bureaucratic structure influence its success.

The payment of employee performance bonuses is regulated in a Ministerial Decree that sets allowances based on four primary indicators. First, the achievement and absorption of the Financial Operational Plan (ROK) to support regional development programs. Second, the level of employee attendance to improve discipline and reduce absenteeism. Third, the main tasks and functions are implemented as a basis for performance evaluation. Fourth, employee behavior includes mentality, work culture, and professional attitude. Bonuses and allowances aim to improve the quality of public services through more productive employee performance. Work discipline, especially attendance, plays a significant role in improving organizational performance. According to Hasibuan (2003), employee remuneration includes rewards in salaries, incentives, and protection allowances to ensure fairness, retain employees, and control human resource costs.

Civil servants work in state institutions with employment relationships governed by employment contracts, carrying out state and public functions by applicable regulations. They are important in supporting governance and development to achieve national goals. Civil servants are also responsible for the implementation of applicable laws and regulations. Civil servants' rights include receiving a fair and decent salary for their duties and responsibilities, which is expected to encourage productivity and welfare. In addition, civil servants are entitled to leave, medical assistance in the event of a work accident, compensation in the event of disability, death benefits for the family, and retirement benefits if eligible.

Basic income improvement allowance is given to employees based on position weighting, performance evaluation, and discipline outside of salaries and wages. This allowance includes structural rotation allowance, exceptional work performance, and general work performance. In Jayawijaya Regency, income improvement allowance is used to measure the performance of civil servants and determine the amount received. Performance measurement aims to meet the needs of a decent living and improve performance, motivation, and innovation. Some performance measurement factors include team leadership, integrity, competence, work discipline, work quality, cooperation, initiative, and subordinate support. The provision of additional income aims to bring civil servants' income closer to the minimum standard of living. Before implementation, strategic and tactical steps need to be

taken to ensure smooth running, with regions with social security as examples. Income improvement allowance is calculated based on a weighted average of productivity and discipline.

Employee performance is a description of the level of achievement of the implementation of an activity or policy to achieve the goals, objectives, mission, and vision of the organization as stated in the strategic plan. Performance is often used to assess the success of individuals or groups based on predetermined criteria. These criteria are realized in the form of goals or objectives ready to be realized. Measuring a person's or organization's performance is difficult without clear goals. Performance can be divided into two main definitions. First, productivity measures the results obtained in a specific period related to the efficiency and use of resources. Second, performance is behavior, which includes actions related to organizational goals. Performance is not just the result of action, but the results of work achieved by organizational goals carried out quantitatively and qualitatively without violating the law or ethics.

According to Mahsun (2009), an employee performance appraisal must be accompanied by awards to encourage performance improvement. This award is not always in the form of money but can be praise or flattery for good performance. There are two main types of rewards: first, social rewards, which include praise and appreciation from within or outside the organization, such as certificates or gratitude. Second, psychic rewards relate to self-esteem, satisfaction, and pride in achievement, such as praise or words of encouragement. Employee performance appraisal is achieved if employees fulfill their duties and responsibilities by a clear job description. In addition, Poltak Sinambela (2006) highlights four factors that influence performance: work results, authority and responsibility, compliance with the law, and conformity with morals and ethics. Productivity is achieved through the achievement of organizational goals.

3. RESEARCH METHODE

3.1 Research Design

This research uses a descriptive method with a qualitative approach to examine existing phenomena and find facts or truths related to the problems studied. Descriptive research aims to describe the characteristics of the population or phenomenon being studied without formulating a hypothesis. According to Moleong (2015), qualitative methods provide an in-depth understanding of phenomena, including behavior, perceptions, motivations, and actions, with descriptions in the form of words. This research will describe issues related to income improvement allowance for civil servants at Bappeda Jayawijaya Regency, which refers to Regional Regulation 01 of 2020 concerning providing conditional allowances to civil servants within the Jayawijaya Regency Government.

3.2 Research Location

This research was conducted at the Jayawijaya Regency Regional Development Planning Agency (Bappeda) office. The selection of this location is based on the consideration that this location provides relevant access to the data and information needed to solve the problems that are the focus of the research and supports the success of implementing the research results.

3.3 Data Analysis Technique

Data collection in this study involved interviews with civil servants to extract information directly from respondents, observation of the implementation of the income improvement allowance policy at Bappeda Jayawijaya Regency to provide a deeper understanding of the situation in the field, and the use of documents that include additional related regulations and policies to enrich the information obtained. These methods are designed to obtain valid, reliable, and objective data per the established criteria (Sugiyono, 2020). Once the data was collected, it was analyzed using the Miles and Huberman model, where data was reduced, sorted to find what was important, and presented in narrative or tabular form. Conclusions were then drawn based on consistent evidence, and the analysis continued until the data reached a saturation point, ensuring valid and credible results (Miles & Huberman, 1984).

4. RESULTS AND DISCUSSION

4.1 Research Results

This research was conducted at the Regional Development Planning Agency (Bappeda) Office of

Jayawijaya Regency, which was formed to improve the harmony of regional development. Bappeda is important in comprehensive and sustainable regional development planning, research, and development. The agency is led by a head directly responsible for the Regent through the regional secretary. The main task of Bappeda is to assist the head of the region in government affairs related to development planning and research. Bappeda's functions include the formulation of technical policies, implementation of technical support, inspection and reporting on the implementation of services, and technical training. In addition, Bappeda also carries out tasks according to its field and additional tasks assigned by the Regent.

Implementing the income improvement allowance policy in Jayawijaya Regency Bappeda aims to provide performance incentives to civil servants based on their attendance and performance evaluation. Income improvement allowance is a regional performance allocation that aims to ensure equitable distribution and incentivize good performance. The granting of this regional performance bonus is in line with bureaucratic reforms needed to keep pace with the rapidly changing times and the country's increasingly complex problems. These bureaucratic reforms also focus on improving transparency and accountability in state financial management. One form of such reform is the provision of performance allowances as compensation for employee performance that meets or exceeds specific standards, which in turn encourages employees to be more focused and productive in their work. The components of civil servant salaries are summarized in the following table:

Table 1: Allowances Before and After the Income improvement allowance Policy

| Number | Before the Income Improvement Allowance Policy | After Income Improvement Allowance Policy |
|--------|--|---|
| 1 | Basic Salary | Basic Salary |
| 2 | Husband or wife allowance | Husband or wife allowance |
| 3 | Child Allowance | Child Allowance |
| 4 | Position Allowance | Position Allowance |
| 5 | General Allowance | General Allowance |
| 6 | Rice Allowance | Rice Allowance |
| 7 | Disadvantaged Area Allowance | Disadvantaged Area Allowance |
| 8 | Performance Allowance | income improvement allowance |

Source: General and Personnel Section of Bappeda, 2024

The State Civil Apparatus plays a vital role in the success or failure of policy implementation, public service delivery, and management processes in bureaucracies and public institutions. State Civil Apparatus serves as the spearhead in efficient and effective governance. Therefore, State Civil Apparatus performance and discipline are significant national concerns. To overcome various problems related to State Civil Apparatus discipline, productivity, and welfare, the government authorizes regional authorities to regulate this through local policies. The Jayawijaya Regency Government, for example, has issued a Regent Regulation that regulates the provision of income

improvement allowance for local government employees. This policy aims to improve State Civil Apparatus discipline, efficiency, and welfare, especially within the Jayawijaya Regional Development Planning Agency, to encourage employees to be more productive and perform better.

Providing income improvement allowance to State Civil Apparatus in Jayawijaya Regency motivates employees to improve their performance and perform their duties better. One informant explained, *"The assessment for income improvement allowance is seen from our position, attendance, discipline, and employee*

performance. I do not know what the calculation system is. So far, I leave it to the leadership to assess my performance and discipline. We are just grateful for what we receive because we have received additional income from our basic salary.” This statement shows that although employees understand that the additional allowance depends on their performance and discipline, many do not know the details of the additional allowance calculation mechanism. This indicates a gap in understanding between employees and leaders regarding evaluating and distributing income improvement allowances.

Determining the income improvement allowance for employees depends on the head of the agency responsible for this. One informant said, “*The Head of the Agency carries out the income improvement allowance assessment, we as subordinates only receive it and the amount varies between employees. Regarding the calculation, I don't know because there is a formula, usually it is adjusted to the position*”. This statement shows that although the agency head's role in determining the income improvement allowance is dominant, many employees do not know the calculation formula. The higher an employee's position, the greater the additional allowance received, while employees with lower positions receive a smaller amount. This highlights the importance of a deeper understanding of the income improvement allowance calculation system so that employees at all levels of positions can better understand the basis for their income improvement allowance award.

Three main factors affect the income improvement allowance employees receive: job classification, workload, and work discipline. As explained by an informant, “*The amount of income improvement allowance given to employees depends on the complexity of the problems faced in the work performed. As far as I know, three components are considered in measuring the nominal income improvement allowance received for each employee here: position classification, workload, and employee discipline. Job classifications include administrative, functional, and managerial positions. Workload is calculated based on monthly work plans and assessed through daily work reports. Employee discipline is also essential, measured through attendance at the office. Income improvement allowance deductions can occur if employees are absent for no apparent reason. Therefore, discipline is a key factor in determining the income improvement allowance employees at Bappeda Jayawijaya receive.*

Sanctions for employee absence have a significant impact on income improvement allowance payments. As expressed by an informant, “*No employee wants their additional income to be cut because of the issue of being late to the office. Usually, we try to arrive on time to make attendance so that there will be no income improvement allowance deductions*”. This shows

that many employees try to be on time to avoid income improvement allowance deductions that could affect their welfare. Absenteeism or lateness can lead to income improvement allowance deductions of up to 3% for each day of absence and larger deductions if absences occur over a more extended period. With this system, employees are more motivated to maintain their discipline and optimize performance. In addition, some employees settle their matters after working hours to ensure they do not compromise their discipline and still fulfill their attendance obligations on time.

The provision of income improvement allowance to employees at Bappeda Jayawijaya began in 2020 by Jayawijaya District Regulation. This regulation regulates the provision of income improvement allowance, which is based on the Bappeda District APBD and came into effect in January 2020. The income improvement allowance payment system is regulated by considering the class of employee positions, which are divided into several categories based on the classification of administrative, functional, and managerial positions. One informant stated, “*The government determines the position class through the law, not the head of the agency. We employees as apparatus just accept the provisions*”. This shows that the classification of positions is regulated by the central government and not by the head of the department, and the higher the position, the greater the income improvement allowance received. This reflects transparency and fairness in determining income improvement allowance, which is based on the level of responsibility and duties carried out by employees in each position.

In the Regional Regulation, income improvement allowance payments in the Jayawijaya Regency are set at 80% of the employee income allowance for Civil servants. This allowance also includes employees such as functional teachers, school administration personnel, and functional health personnel who receive allowances or services. This additional income is calculated based on the difference between the service compensation received and service provision. The allocation of additional income for civil servants is paid prorated with accruals by documented events. In addition, the classification of additional income is carried out based on the positions held in high leadership, administrative, and functional positions. This classification ensures that additional income payments follow the existing organizational structure, with adjustments based on position in local government.

The job classification applied at Bappeda Jayawijaya is directly related to employees' satisfaction with the additional income they receive. In an interview, an informant revealed that they were already satisfied with the income improvement allowance received due to the position classification system in place. The informant said, “*The government has set the rules. We, as employees, have no bargaining power for the calculation*

of the position class because everything is based on the position occupied. We are quite satisfied with the income improvement allowance received because there is no big gap between us and other employees here". This shows that employees at Bappeda Jayawijaya do not feel disadvantaged by the position classification system that has been determined and is even satisfied with the income improvement allowance received. This system provides fairness and transparency in determining additional income, even though employees cannot change their position classification.

The bureaucratic structure in Bappeda Jayawijaya is regulated through the Regional Regulation on organization and work procedures. Based on observations, this organizational structure has proven effective in managing workload and improving the quality of public services to the community. The informant's response regarding the effect of organizational size on the amount of income improvement allowance stated that the number of employees at Bappeda Jayawijaya does not affect the calculation of the income improvement allowance received. The informant explained, *"There are many employees, I don't know how many people, if I estimate it might be more than 30 people. Each employee always gets a standard amount of income improvement allowance every month. As for the influence of the size of the organization in the Regional Development Planning Agency and the amount of income improvement allowance received, I don't think it has any effect, sir, because the income improvement allowance has its own calculation standards that are not affected by the number of employees"*. This shows that even though the number of employees is large, the calculation of income improvement allowance still adheres to a predetermined standard and is not influenced by the size of the bureaucratic organization.

Internal supervision is a process that involves a series of audits, analysis, evaluation, monitoring, and other supervisory activities related to the implementation of the duties and functions of the institution. The primary purpose of this internal supervision is to ensure that the activities carried out in the institution run effectively and efficiently by predetermined standards. This process also aims to ensure that all activities are carried out by the principles established to achieve organizational goals. As explained by one informant, the control and supervision of the provision of income improvement allowance at Bappeda Jayawijaya Regency is carried out by the general administration and under the coordination of the head of the Agency. However, not all employees fully understand this control system because they only receive income improvement allowance without knowing the applicable management mechanism.

An effective internal control system should be integrated into all actions taken by management and all employees in the organization. As a leader, the head of

the agency has the authority to impose disciplinary sanctions on employees who commit violations, including absenteeism or tardiness, which can affect the provision of additional income. Information from informant states that until now, they have never received disciplinary punishment other than income improvement allowance deductions due to absenteeism. The informant said, *"For myself, I have never received disciplinary punishment from the leadership, it is only limited to deducting income improvement allowance benefits because sometimes I am late for attendance but the amount is not much"*. This shows that although there have been efforts to sanction violations, the supervisory mechanism must be strengthened and applied more strictly.

Enforcement of discipline in the organization is critical to ensure all employees can work professionally and responsibly according to applicable regulations. Based on interviews with other informants, it was mentioned that some employees who were often late or rarely present received an income improvement allowance deduction of between 50 and 60 percent, which these employees well received. This shows that although there is a mechanism for income improvement allowance deductions as a sanction, supervision of discipline violations has not been maximally implemented. As explained by the informant, *"To my knowledge, there have been several employees who received income improvement allowance deductions of up to 50-60 percent due to never or rarely entering the office, and they accepted it well"*. Therefore, stricter supervision is needed to sanction and implement firmer policies against disciplinary violations.

Employee performance at Bappeda Jayawijaya Regency has shown promising results, although some discipline-related challenges remain. Implementing a fingerprint-based attendance system that monitors employee attendance effectively improves discipline, as income improvement allowance deductions are applied if employees are late or absent. According to informants, although this system has been running as expected, implementing policies related to income improvement allowance and employee performance control still needs further optimization. Work productivity increased after the income improvement allowance policy was implemented, as measured by the quality and quantity of employee work. Mangkunegara (2013) explains that work productivity is the results employees achieve in carrying out their duties and responsibilities, while Hasibuan (2009) adds that this is also related to skills, experience, and seriousness in completing the assigned tasks.

To assess the performance of employees of the Regional Development Planning Agency of Jayawijaya Regency, researchers use the Edward III Theory as an analytical tool with systematics that include communication, policy implementation, and

performance appraisal. Communication in organizations is essential to ensure policies, such as providing income improvement allowance, can be appropriately implemented. Information about the income improvement allowance policy significantly affects its implementation. For example, an informant stated, *"The implementation of income improvement allowance has been running for more than 3 years, we employees here have never received socialization regarding the policy. I myself got information about this allowance through news and work colleagues. Usually, socialization is only given to officials of regional apparatus organizations at the Regent's office"*. This shows that socialization regarding the income improvement allowance is still limited and needs to be expanded so that all employees understand the policy.

In its implementation, communication regarding the income improvement allowance policy is still limited, with most information conveyed through the Regent's circular or print and electronic media. However, leaders and structural employees at the Regional Development Planning Agency have understood this policy. An informant who serves as the Head of the Regional Development Planning Agency said, *"We already understand the income improvement allowance policy, the Head of the Agency has explained it to all Heads at that time, there are also Regent Regulations related to income improvement allowance so I think surely fellow employees at Bappeda Jayawijaya already know everything"*. A good understanding by policy implementers is expected to support more effective and equitable policy implementation. Although socialization is not optimal, management has made efforts so that employees understand the applicable policies.

Communication in policy implementation is essential to create harmony and a good working environment. As stated by one informant, *"Communication is important so that there is a common perception for all levels of the Jayawijaya Regional Development Planning Agency regarding the implementation of the income improvement allowance. The goal is that there is no social jealousy between employees regarding the different amounts of income improvement allowance received"*. Although not all employees have received sufficient socialization, leadership communication has helped employees know their rights and responsibilities. The interview results show that although the socialization of income improvement allowance is limited, clear and consistent communication is essential to improve employee performance and achieve organizational goals well.

Optimizing the policies set by the government is one of the important factors that must be considered in policy implementation, including the management of human resources. Policy implementers of competent and qualified agents ensure policies are correctly implemented. However, the form of socialization

regarding the income improvement allowance policy at Bappeda Jayawijaya Regency is still limited, which causes workers' understanding of the policy to remain low. As stated by an informant, *"The implementation of the income improvement allowance has been running for more than 3 years. We employees here have never received socialization regarding the policy. I got information about this allowance through the news and coworkers"*. This shows that although the policy has been implemented, socialization needs to be improved so that all employees understand the policy better.

Human resources plays an important role in the success of government management. For this reason, employees and supervisors must work together to ensure that each employee performs their duties properly. Employee motivation is crucial in fulfilling their primary responsibilities, such as improving the quality of education. Discipline and performance form the basis of management evaluation to determine the additional monthly income employees receive. An informant added, *"Many human resources are here and have good education. From my experience on duty here, I see that the tasks assigned to employees are quite well done. In general, they understand their duties and functions, and it is only natural that they get income improvement allowance to show appreciation for their performance"*. This shows that employees at Bappeda Jayawijaya Regency have worked by established standards.

Even so, challenges in budget management remain. One of them is the limitations in budget cuts due to regional financial deficits. However, despite the cuts, additional income, such as income improvement allowance, is still paid, although not as much as before. As explained by one informant, *"Income improvement allowance payments at the Sinjai Regional Development Planning Agency, Alhamdulillah, are still paid even in limited regional financial conditions. There are many budget cuts in SKPD activities, especially when the regional budget is in deficit. However, our income improvement allowance allowances are still paid, although not as much as before"*. This shows that despite financial constraints, policies regarding additional income are still implemented with adjustment efforts.

Supporting equipment also plays an important role in improving employee work efficiency. At Bappeda Jayawijaya Regency, work facilities such as official vehicles and computers are still limited. An informant said, *"Equipment in supporting performance here is still very limited, especially official employee vehicles and computer facilities. Employee performance can be disrupted if work facilities are also limited, especially when conducting field monitoring to districts outside the city"*. Although human resources are adequate, limited facilities can affect employee performance. With adequate facilities, employees will be more productive and can complete their tasks better. As stated by another informant, *"We feel comfortable working if the*

equipment is available and supportive, for example if employees are going to monitor the area there are official vehicles that are used". Adequate facilities are critical to support job satisfaction and employee performance.

Discipline at work greatly improves employee performance at the Regional Development Planning Agency of Jayawijaya Regency. To ensure optimal performance, the assessment of employee discipline is critical. As stated by the informant, *"We try to be disciplined, because that is the leader's assessment of our performance. Usually we try to come early so that we are not late for attendance, then after the attendance, we leave the office for outside duties as well and when we go home from work, we have to go to the office first to take attendance again and then go home"*. This shows that discipline is a priority for employees, and they are very aware of the consequences of discipline at work. However, the application of discipline is also influenced by structural pressure from the leadership, whose role is to control and ensure that employees carry out their duties by existing rules.

At Bappeda Jayawijaya Regency, discipline is enforced by imposing sanctions on offending employees, such as income improvement allowance deductions. As stated by one informant, *"Regarding work discipline, we know that it is our duty as State Civil Apparatus. Sometimes, the leadership also conveys in meetings that we are disciplined in carrying out our duties. Here there are sanctions for employees who are not disciplined, in the form of deductions from their income improvement allowance every month"*. Applying these sanctions shows that management has a firm policy in enforcing discipline in the workplace. Clear and consistent enforcement of discipline aims to maintain order and ensure that all employees comply with the rules. This also shows that the success of policy implementation is highly dependent on the discipline applied at every level of employees.

In addition to applying sanctions, Bappeda Jayawijaya Regency also provides awards for employees who excel. As one informant said, *"We think it is necessary to enforce employee discipline, so that it becomes a motivation for us to continue to be disciplined. But there also needs to be awards for those who are disciplined and perform well so that there is fairness in our assessment"*. With these rewards, employees who perform well can feel appreciated and further motivated to improve their performance. These rewards create a favorable work climate where employees feel appreciated for their efforts and dedication. Applying discipline balanced with rewards will create a productive work environment and strengthen employees' commitment to work well to achieve organizational goals.

The existing organizational structure at the Regional Development Planning Agency of Jayawijaya Regency plays a crucial role in implementing the policy to provide income improvement allowance. The existence of standard operating procedures (SOPs) should guide each implementer to ensure the smooth implementation of established policies. However, some employees complained about the complexity of the large organizational structure and the unclear division of tasks; as one informant said, *"The organizational structure here is too large, many employee functions are over capacity so they don't know what their work is. The SOP related to income improvement allowance is in accordance with the rules, but the performance appraisal mechanism is carried out behind closed doors"*. This shows that although the rules and SOPs already exist, the lack of transparency in implementing performance appraisals and unbalanced workloads are obstacles to implementing policies properly.

Bureaucracy in the organizational structure affects employee performance, especially in terms of task division and position allocation. Even so, the policy of providing income improvement allowance to employees is still based on the established position class standards, not the workload employees face. One informant explained, *"Bureaucratic structure influences employee performance, because the more resources available, the less workload. The lack of employee workload does not affect the income improvement allowance received because the calculation is seen from the position class standard"*. This illustrates that despite efforts to reduce employee workload through additional human resources, complex organizational structures and inappropriate position allocation can reduce the efficiency of policy implementation because employee performance is not entirely in line with the tasks they should carry out.

Good cooperation among employees at Bappeda Jayawijaya Regency plays a significant role in ensuring successful policy implementation despite some challenges related to the bureaucratic structure. Cross-sectoral collaboration between employees who help each other is essential to overcome existing bureaucratic obstacles. One informant revealed, *"Our familiarity here is not in doubt, employee solidarity is quite good and we help each other if there are friends who have problems in their performance"*. This shows that although the organizational structure sometimes creates obstacles, solid employee relationships facilitate achieving common goals. With harmonious working conditions and support among employees, work efficiency increases, and policy implementation can run more smoothly. Good cooperation is the key to solving problems and improving the quality of public services and employee welfare.

4.2 Discussion of Research Results

In implementing the income improvement allowance policy, communication plays an important role in ensuring that information is conveyed clearly and understood by all employees. One of the main aspects that need to be considered is the choice of language used. Leaders at Bappeda Jayawijaya Regency tend to use simple language that employees easily understand. The message must attract employees' attention and be conveyed in a concrete, detailed, and specific manner. In addition, leaders as communicators also try to ensure that the information provided about the income improvement allowance calculation can be understood by employees well. This is important to ensure that the additional income policy is understood and implemented effectively at all levels of the organization.

The role of language in communication is vital in conveying policies appropriately. Leaders at Bappeda Jayawijaya Regency strategically choose words and use appropriate intonation to ensure that messages regarding the additional income policy are conveyed clearly. The choice of words and symbols used and how the message is delivered play a significant role in ensuring employees' understanding of the policy. Typically, mature and highly educated leaders use different intonations when explaining the income improvement allowance calculation based on employees' discipline and work output. This helps to communicate information in a way that can be understood by all parties involved in the policy.

Media also plays an important role in supporting additional income policy communication. At Bappeda Jayawijaya Regency, audio and print media effectively convey information to employees. Audio media is more focused on socialization to policy implementers. In contrast, print media, such as circulars, ensures that information about the policy can be well understood by the policy target, namely all employees. Socialization through print media is carried out first before direct socialization to policy implementers. Horizontal and vertical communication is essential in this process, where horizontal communication focuses on fellow policy implementers, while vertical communication is more directed at instructions from the leadership to ensure policies are implemented appropriately.

Human resources are essential in producing competent organizational performance, which can provide information to the public through planned, synergistic, and systematic interactions. Effective human resources management aims to create optimal services and improve the welfare of Civil servants at the Regional Development Planning Agency of Jayawijaya Regency. Implementing the additional income policy has shown significant progress but must be balanced with increased performance and work discipline. The performance of civil servants significantly affects the quality of

government and public services. Employee Work Targets (SKP) are a measuring tool to assess the achievement of civil servants' duties and responsibilities, which are prepared between employees and superiors. This serves as a guideline for evaluating performance and achieving work targets, which is the basis for improving the quality of government.

In addition to human resources, the availability of an adequate budget also plays a significant role in successfully implementing the additional income policy for employees. The government must ensure that the State Civil Apparatus salary and benefits expenditure budget can be increased to create an optimal increase in revenue. This budget is designed to set regional development priorities and formulate policy objectives. The budget is also important in planning to support income improvement allowance policies. In addition, supporting facilities and equipment, such as computers, official vehicles, tables, chairs, and fingerprint devices, are also needed to support employee operations. Adequate equipment is crucial to improve employee performance and work efficiency so that the implemented policy can run smoothly and produce the expected results.

The successful implementation of income improvement allowance guidelines at Bappeda Jayawijaya Regency is strongly influenced by the disposition or arrangements that exist within the organization. During the supervision, several employees did not show honesty and did not help implement the guidelines. Some employees did not follow the morning roll call rules, and some even only came to the office when there were no important activities, such as in the morning or afternoon. Nonetheless, providing additional income at Bappeda was influenced by empathy towards employees. The Jayawijaya Regent tries to make decisions that pay more attention to the welfare of employees, although sometimes, this overrides the integrity of implementing of Government Regulations. This also shows the low commitment of policy implementers in implementing established rules, which results in a lack of compliance with existing guidelines.

In addition, the bureaucratic structure plays an important role in determining the effectiveness of the policy on providing income improvement allowance at Bappeda Jayawijaya Regency. The Jayawijaya Regency Government has referred to the applicable Regent Regulation regulations concerning the Provision of Conditional Income Improvement Allowances to Civil Servants, which includes standard operating procedures (SOPs) for policy implementation. This SOP serves as a guideline for implementors in acting and ensuring policy implementation runs by the desired objectives. An appropriate and effective bureaucratic structure is indispensable in creating and implementing this policy. If there is an error in the placement of positions or employee positions, the implementation of additional

income will not run well. Therefore, errors in position placement significantly affect employee performance, which in turn can hinder the achievement of these policy objectives.

The implementation of the policy of providing income improvement allowance for civil servants at Bappeda Jayawijaya Regency is supported by several very important supporting factors. Communication is one of the main factors determining whether vertical communication (between superiors and subordinates) and horizontal communication (between fellow implementers) run well. Effective communication between superiors and subordinates, either directly or using the media, can encourage implementers to implement policies responsibly. In addition, the human resources aspect is also very supportive, where employees with managerial skills, good communication, and information technology skills help implement the policy. The financial aspect also plays an important role, where the allowances are adjusted to the class of position and several other indicators, which helps implement the policy effectively.

However, the implementation of this policy also faces several barriers, both internal and external. Human resources are one of the inhibiting factors that arise, and they should be a supporting factor but sometimes become an obstacle. This happens when less-than-optimal employee performance slows down policy implementation. Human resources also become an obstacle if employee complaints regarding implemented policies arise. In addition, the attitude of leaders who lack commitment and honesty toward policy implementation is also a significant obstacle. Commitment and honesty are part of a leader's responsibility. It is essential to ensure the policy runs well and achieves its goals to implement income improvement allowance policy effectively.

5. CONCLUSIONS AND SUGGESTIONS

Based on the research results and discussion, implementing the policy of providing an income improvement allowance at Bappeda Jayawijaya Regency is going well, although there are still some shortcomings. Effective communication between implementers and employees is crucial in conveying income improvement allowance policy information. However, there are still shortcomings in socialization that result in some employees not fully understanding their rights and obligations. The availability of competent human resources and adequate financial support are key factors in successfully implementing this policy. In addition, employee dispositions show inconsistencies, with some employees still manipulating attendance data to get benefits that do not match their performance. A clear and organized bureaucratic structure by the SOP also supports the implementation of this policy well.

Supporting factors in implementing this policy include the availability of sufficient resources, both in the form of facilities, funds, and competent human resources, as well as good communication between policymakers and employees. Effective communication is important to ensure that all parties understand the objectives and procedures of this policy. On the other hand, inhibiting factors in implementing this policy also arise from human resources, where employee complaints can slow policy implementation. In addition, the disposition of leaders and implementors who lack commitment and honesty can hinder the successful implementation of this policy. Therefore, increasing commitment, work discipline, and understanding of the policy significantly support the smooth implementation of income improvement allowance at Bappeda Jayawijaya Regency.

Based on the research findings, some suggestions can be given to improve the implementation of the policy of providing income improvement allowances for civil servants at Bappeda Jayawijaya Regency, as follows: First, strengthening human resources is needed by organizing training and education for implementers to improve employees' managerial and communication skills. In addition, it is necessary to ensure that the budget for income improvement allowance is available on time to avoid delays in policy implementation. Second, to improve employee discipline, it is recommended that a stricter monitoring system be implemented for employee attendance and performance to reduce manipulation of attendance data. Providing sanctions for employees who violate the rules is also important to improve discipline so policy implementation can run more effectively and meet the expected goals.

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Cite This Article: Yeremias Oagay, Kridawati Sadhana, Praptining Sukowati (2025). Improving the Performance of Civil Servants Through an Income Improvement Allowance Scheme in Jayawijaya Regency. *EAS J Humanit Cult Stud*, 7(3), 49-59.
