



IMPLEMENTATION OF THE POLICY PROVIDING ADDITIONAL EMPLOYEE INCOME (TPP) IN THE GENERAL SECTION OF THE REGIONAL SECRETARIAT OF TOLI TOLI DISTRICT

Ani Susanti¹, Khairunnisa^{2*}, Nuraisyah³

Universitas Tadulako, Indonesia

Email Correspondence: Khairunnisa_14@rocketmail.com*

ABSTRACT

The purpose of this study was to determine the Implementation of the Policy for Providing Additional Income Allowances for State Civil Servants at the Regional Administration Bureau and Regional Secretariat Government of Toli-toli Regency. The research method used is qualitative. The location of the research was carried out at the Regional Administration Bureau and Government of the Regional Secretariat of Toli-toli Regency with 5 informants. Data collection is carried out by conducting interviews, observation, and documentation. The data analysis technique uses Miles and Huberman's Interactive Model. The main theory that is used as a reference in this study is Edward III's theory (1980-9) which explains that there are 4 aspects that can be used as measurements of policy implementation, namely communication factors, resources, dispositions, and bureaucratic structures. Based on the results of the research, it shows that the Implementation of the Policy for Providing Additional Income Allowances for ASN at the General Section of the Regional Secretariat of Toli Toli Regency, has not been running effectively, seen from several aspects, namely: (1) policy communication has several dimensions, namely the dimensions of transmission, clarity, and consistency, but everything is not going well. Communication carried out by the leadership and implementing staff at the General Section of the Regional Secretariat of Toli Toli Regency, showed results that were not optimal. (2) human resources in carrying out administration are already in the professional category and budgetary resources and facilities are adequate, (3) The disposition of staff placement is in accordance with their areas of expertise, (4) The SOP structure is clear and implemented effectively by monitoring or supervision and strict sanctions against ASN who commit violations. The conclusion is that communication, resources, disposition, and bureaucratic structure can be implemented effectively.

Keywords: policy implementation, communication, resources, disposition, bureaucratic structure.

INTRODUCTION

Implementing good governance is the ideal of the Unitary State of the Republic of Indonesia. The administration of government like this is based on upholding principles such as the supremacy of law, professionalism, accountability, transparency and participation, both in managing policies and in providing services to the community (Siswahyudi 2019:10). In the perspective of Regional Autonomy, especially in Indonesia, the implementation of good governance is the main thing and is expected to be able to create regional government or local governance that is effective, efficient, independent and free of corruption, collusion and nepotism (KKN).

This is also supported in Law no. 23 of 2014 concerning Regional Government which aims to accelerate the realization of community welfare through improving services, empowerment and community participation, as well as increasing regional competitiveness by paying attention to the principles of democracy, equality, justice and the uniqueness of a region within the system of the Unitary State of the Republic of Indonesia.

Employee performance is an overall level of success in a certain period in carrying out their duties in accordance with mutually determined criteria and conditions. Mangkunegara (2017) defines that employee performance is the result of work in terms of



quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. ASN's ability to master the work they do will bring employees job satisfaction which can make employees more focused and interested and motivated to work actively. In this way, the results provided by employees for the organization can provide a positive evaluation and make employees gain job satisfaction.

Job satisfaction shows the conformity between a person's expectations and the rewards provided by the job, so that job satisfaction is also closely related to theories of justice, psychological agreement and motivation (Robbins and Judge, 2015). In order for the organization to achieve its goals, the organization needs to pay attention to ASN job satisfaction. Job satisfaction is an emotional attitude, a positive attitude of an ASN that is pleasant or unpleasant towards their work regarding what an ASN receives that exceeds or is in line with what is expected. Dianti and Khosari, (2017) in their research stated that job satisfaction has a positive and significant effect on performance.

To increase job satisfaction and employee performance, there are many factors that need to be considered. In this research, the focus is on the Additional Employee Income (TPP) and discipline variables. Additional Employee Income (TPP) influences ASN job satisfaction, this is in accordance with Hasibuan's (2019) opinion that additional employee income is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the organization. If TPP is provided well, it will enable employees to feel satisfied and motivated to work well and employee job satisfaction can increase. Ayu's research (2020) found that employee income

benefits have a significant effect on employee job satisfaction.

UU no. 5 of 2014 concerning State Civil Apparatus (ASN), article 80 states: (1) apart from salary, civil servants also receive allowances and facilities; (2) The civil servant allowances in question include performance allowances and dearness allowances; (3) Performance Allowances are paid according to performance achievements; (4) Expensiveness allowance is paid according to the expensiveness level based on the price index applicable in each region.

Regulations on providing performance allowances to employees or commonly called Remuneration are regulated in MENPAN and RB Regulation Number 34 of 2011 and Head of BKN Regulation Number 21 of 201. This regulation determines the basic quantities of allowances and the amount that employees can receive according to their performance. . The amount that employees will receive is determined by 4 indicators. Achievements and absorption according to ROK, attendance, implementation of main tasks and functions, behavior. Remuneration is also something that every Civil Servant (PNS) may look forward to, because every civil servant will receive regular allowances in addition to the basic salary based on the quantity and quality of their work. In theory, it can be said that civil servants who work better will receive more wages than employees who work less well. According to the Indonesian dictionary, remuneration means reward or salary.

General Section of the Regional Secretariat of Toli Toli Regency, one of the regional apparatus organizations at the Toli Toli Regency level which is tasked with carrying out some of the tasks of the General Administration Assistant in preparing policy implementation and monitoring and evaluation in the areas of leadership



administration, expert staff and personnel, finance, household and equipment.

If it is related to Edward II's theory (1980:9) which consists of communication, resources, disposition and organizational structure, there are several dimensions that have not been maximized in its implementation so that this implementation is relatively ineffective. The results of initial research show that the policy has not provided clarity to each apparatus regarding the criteria for providing allowances to each apparatus, even though this communication must be stated clearly, precisely and consistently. Resource linkages do not only include the number of apparatus resources but also include the capacity of human resources to support the implementation of the policy. It turns out that there are still apparatus that have not worked appropriately and effectively. Aspects of the disposition or attitude of implementers that have not received an agreement, because they have not created good cooperation to implement the policy. Bureaucratic structure is the authority given by higher (top) agencies to policy implementers in implementing a policy which contains certain characteristics, norms and patterns that are not yet effective.

Based on this, the author is interested in conducting research with the title "Implementation of the Policy for Providing Additional Employee Income (TPP) in the General Section of the Regional Secretariat of Toli Toli Regency".

METHOD

The type of research used by the author in this research is research with a descriptive approach. Descriptive research is a type of research whose aim is to present a complete picture of a social setting or is intended for

exploration and clarification of a phenomenon or social reality, by describing a number of variables relating to the problem and unit being studied among the phenomena being tested. The main aim of researchers in conducting descriptive research is to describe situations or objects in actual fact, systematically and the characteristics of the subjects and objects are researched accurately, precisely and according to actual events.

RESULTS AND DISCUSSION

Implementation of the Policy for Providing Additional Employee Income (TPP) in the General Section of the Toli Toli Regency Regional Secretariat

Based on the new regulations, namely Permendagri No. 13 of 2006, article 39 paragraph (2) reads: "Additional income as intended in paragraph (1) is given in order to improve employee welfare based on workload or place of duty or working conditions or professional completion or work performance." With these provisions, it is possible for the provincial government to provide allowances in the form of additional income for regional civil servants as long as they are based on workload or place of duty or working conditions or professional scarcity or work performance.

To understand whether the policy can be implemented effectively or not, the research uses the Edward III Model theory (1980:9) which proposes four aspects that influence the success or failure of policy implementation. These four aspects include aspects of communication, resources, dispositions and bureaucratic structure. For more details, you can look at the research results below:



Communication

A definition made by a group of communication scholars who specialize in the study of communication between humans (human communication) is that: communication is a transaction, a symbolic process that requires people to regulate their environment by: (1) building relationships between fellow humans; (2) through information exchange; (3) to strengthen the attitudes and behavior of other people; and (4) trying to change attitudes and behavior. (Hafied Cangara, 2011, 18-19).

Communication plays a role as a reference so that policy implementers know exactly what they will do, namely in building relationships between people by providing information to each other with the aim of changing attitudes and behavior related to providing additional benefits for the State Civil Service. This means that communication can also be expressed by orders from superiors to policy implementers so that policy implementation does not deviate from the desired target, thus communication must be stated clearly, precisely and consistently. The Communication factor is defined as the process of conveying policy information from policy makers to policy implementers. Policy communication has several dimensions, namely Transmission, Clarity and Consistency Dimensions.

The transmission dimension requires that public policies be conveyed not only to policy implementers but also to policy target groups and other interested parties, both directly and indirectly. To understand the policies related to additional income allowances, the researcher conducted an interview with an informant named Mrs. Asnani SH, as Head of the General Division of the Regional Secretariat of Toli Toli Regency, explaining that: "Relation to the

policy of providing additional income allowances for State Civil Apparatus in the General Section of the Regional Secretariat "Toli Toli Regency, in principle, there are still some who implement the policy and the targets of the policy who do not understand and know about the criteria that must be met in order to receive income support." (interview, date, December 5, 2023)

The results of the interview prove that communication between some of the state civil servants in the General Section of the Regional Secretariat of Toli Toli Regency is not running well, because policies relating to income allowances have been socialized, but there are still State Civil Apparatuses who do not understand the criteria that must be met. by every apparatus. For more details, please refer to the opinion of the informant named Mrs. Luly Bantilan, SE., M.Si as Head of the Organization and Administration Section of the Regional Secretariat of Toli Toli Regency, said that: "The institution has communicated well by communicating clearly about the provision of income allowances for State Civil Servants, but there are still employees who do not understand that to meet the criteria, ASN must administrative must improve abilities and skills in order to carry out tasks effectively and efficiently" (Interview, 19 December 2023)

The results of the interview prove that communication between leaders and subordinates is going well, because both of them interact with each other, namely administrative clarity that must be fulfilled for state civil servants who deserve additional income. The clarity dimension requires that policies be transmitted to implementers, target groups and other interested parties clearly so that they know what must be prepared and implemented to make the policy a success effectively and efficiently. For more clarity,



you can listen to the opinion of Mrs. Sitti Khaerani, SE, as Head of Sub-Coordinator for Finance and Administration, who said that: "The institution consistently implements policies, so that ASN who do not meet the criteria cannot receive complete income support, for the reason that the Institution avoid the terms nepotism and KKN. "It must be fair, that is, whoever has good performance is entitled to receive additional income, if not, it is necessary to provide guidance to every ASN who does not have the attention to fulfill these criteria." (interview, date, January 10, 2023)

The results of the research show that the management of providing additional income for ASN is carried out fairly and transparently, because the Institution really pays attention to the criteria for obtaining additional income allowances, including the regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 53 of 2014 concerning Technical Instructions for Preparing Work Agreements, Reporting Performance and Review for Performance Reports, where transparent and accountable reporting of organizational performance achievements is a form of accountability for the performance of the General Section of the Toli Toli Regency Regional Secretariat. For further clarity, the researcher conducted an interview with an informant named Mrs. Resna, SE as a staff member of the General Section of the Toli Toli Regency Regional Secretariat, who said that: "The problem of ineffective provision of additional income benefits is related to poor communication. "The lack of intense communication between the Management and staff means that some staff do not yet understand and understand the criteria for receiving additional income

allowances." (Interview date, January 25, 2023)

Thus, it is related to communication in implementation. Implementation of the Policy for Providing Additional Employee Income (TPP) in the General Section of the Toli Toli Regency Regional Secretariat, from the results of research that the author found in the field, communication in implementing the policy of providing additional employee income has not been effective. The author can illustrate that there is no clarity in conveying information regarding this policy effectively, either by superiors, in this case by leadership to implementing staff.

The results of initial observations are that the implementation of the policy has not provided clarity to each apparatus regarding the criteria for providing allowances for each apparatus, even though this communication must be stated clearly, precisely and consistently. After carrying out research, it turns out that policy implementation from the communication dimension, if adjusted to the opinion of Edward III (1980: 9) that policy communication has several dimensions, including the dimensions of transmission, clarity and consistency, everything has gone well. This can be seen from the transmission dimension, namely that the Institution has conveyed it to policy implementers and to policy target groups or ASN and other interested parties, both directly and indirectly. 2). The dimension of clarity (clarity) of the institution has been transmitted to implementers, target groups and other interested parties clearly so that they know what the aims, targets and substance of the public policy are so that each of them will know what must be prepared and implemented. consistently so as not to get confused and confuse policy implementers,



target groups and interested parties. This means that good communication has been established between leaders and subordinates, so that there are no negative perceptions, because everything is carried out according to determined policies, namely clear, fair and transparent.

Resource

Human resources (HR) are one of the most important elements so that an institution or organization can run optimally. It is also an asset that functions as the main capital in internal improvements to public organizations. So it is appropriate to pay more careful attention. To achieve the goals of this institution or organization, of course there needs to be Human Resources Management (HRM), which can be interpreted as a way to regulate the procurement of workers, provide compensation, maintenance, separation of workers and development and several other things related to employment. Edward III (1980:9) stated that resource factors have an important role in policy implementation. These resources include human resources. Budget resources, and equipment resources and authority resources.

The connection with this research is the provision of competency for state civil servants as workers in government who need good management. HR management is a term that is very familiar to our ears, but it is possible that people who often hear the term do not understand the term HRM correctly. In fact, quite a few people are confused by the use of the terms HRM and personnel management. Many experts have defined HRM, generally agreed, HRM is related to the processing of people within an organization who want to achieve common goals, namely organizational goals. A number of definitions also agree that human processing starts from

the recruitment and selection stage to the performance assessment and reward stage (Aty Cahyani, 2009).

In more detail, you can see the opinion of the informant named Mrs. Asnani SH, as Head of the General Section of the Regional Secretariat of Toli Toli Regency, who said that: "The human resources available in the General Section of the Regional Secretariat of Toli Toli Regency, including those who manage the policy of providing additional income allowances, already have the capacity based on "The level of education they have, namely according to the competencies they have so that management does not experience any obstacles and is always carried out in accordance with existing procedures or predetermined criteria" (Interview, December 5 2023)

The research results prove that the available resources are available according to the competencies possessed by financial managers relating to additional income allowances for civil servants or ASN within the general scope of the Toli Toli Regency Regional Secretariat.

For more details, see the opinion of Mrs. Luly Bantilan, SE., M.Si as The Head of the Organization and Administration Section of the Regional Secretariat of Toli Toli Regency, said that: "Apart from available human resources, there must also be other factors that can support the effectiveness of human resources working effectively, namely budget resources. The budget intended for ASNs who have performance will be paid according to predetermined criteria. "As for the amount of income allowance, ASNs feel happy because apart from their basic salary they also receive performance allowances or additional income" (Interview, 19 December 2023)

The research results prove that budget resources to meet the needs of ASN which are



related to additional income are quite adequate, even ASN feel motivated to work effectively and efficiently, ASN effectiveness is greatly influenced by employee satisfaction.

According to Lawrance (2007: 160) "Masunian resources are a crisis factor that can determine the progress and decline and life and death of a joint venture and activity, whether in the form of a social organization, government institution or business entity".

The low quality of human resources causes a decrease in the work effectiveness of employees, which indirectly causes a decrease in work morale and work compliance. Interview with the informant Named Mrs. Sitti Khaerani, SE, as Head of Sub-Coordinator for Finance and Administration of the General Section of the Regional Secretariat of Toli Toli Regency, said that: "Apart from human resources and budget resources, what is also important is adequate facilities and infrastructure resources, so that ASN can work feel more comfortable with infrastructure such as: AC and computers, prayer rooms and drinking water needs and so on." (Interview, date, January 10, 2023)

The research results show that facilities and infrastructure resources are also very important in organizational success, because without adequate infrastructure, ASN resources are not well motivated to work effectively.

Furthermore, the informant named Mrs. Resna, SE as staff of the General Section of the Regional Secretariat of Toli Toli Regency said that: "To make ASN human resources more effective, the authority of the leadership elements is to supervise and evaluate the performance of each ASN, so that the provision of allowances is always based on "The rules that have been set are that good performance means you are entitled to receive

the full allowance" (Interview, January 25 2023)

The results of the interview prove that, based on the evaluation results, during the implementation of the additional income allowance, no one felt that they were treated unfairly, so those who were entitled to the allowance still received the allowance, but those who were not entitled certainly had inadequate performance. Another resource that is quite important in determining the success of a policy implementation is authority.

Then the informant named Mrs. Marlina, SE as a staff member of the General Section of the Toli Toli Regency Regional Secretariat said that: "Providing income allowances to the General Section of the Toli Toli Regency Regional Secretariat when viewed from the human resources aspect, both leadership and subordinate elements or staff feel satisfied with the provision of services namely fast, precise and fair, so that no ASN feels disadvantaged" (Interview, 6 February 2023)

The results of the research prove that human resources, both as managers and as leadership elements, show good cooperative behavior, because the staff or employees as managers are very careful in providing services, as well as the leadership elements in evaluating the performance of each ASN, namely by the number of 24 people who carry out tasks according to existing procedures. This means that the results of observations in the field do not prove that human resources have not created good collaboration between managers and benefit recipients.

Disposition

One of the factors that influences the effectiveness of policy implementation is the



attitude of the implementer or apparatus. If the apparatus agrees with parts of the content of the policy being implemented then they will implement it happily but if their views differ from those of the policy makers then the implementation process will experience many problems and the program that has been created will not be achieved.

Disposition is defined as the tendency, desire or agreement of the implementers to implement the policy. Policy implementers are not only required to have the ability and willingness to truly implement the policy, but are also required to be able to take the policy in the desired or expected direction. All of this can be realized if implementers support policy objectives. On the other hand, the attitude of implementers who tend to reject the policy will cause them to fail to implement the policy.

For more details, you can look at the informant's opinion on whether the disposition was carried out effectively or not. An interview with the informant named Mrs. Asnani SH, as Head of the General Section of the Toli Toli Regional Secretariat, said that: "The attitude of financial administrators in managing additional income allowances for ASNs is always carried out according to the principle Good management is trustworthy, responsive and responsible. If this is owned by the financial manager, then the performance concerned can be categorized as good." (Interview, date, December 5, 2023).

The results of the interview prove that in terms of disposition, the attitudes of implementers and executors are in accordance with the principles of trustworthy, responsive and responsible financial management. These three things are a success for the Institution because financial managers are dedicated to the policies that have been established, more

specifically to the interests of ASN within the Toli Toli Regency Government.

An interview with an informant named Mrs. Luly Bantilan, SE., M.Si as Head of the Organization and Administration Section of the Regional Secretariat of Toli Toli Regency, said that: "Incentives are one of the factors that result in policy implementation being carried out well, such as in the General Department environment. The Toli Toli ASN Regency Regional Secretariat is satisfied with the allowance provided every month. This is done as an effort to fulfill personal and organizational interests." (interview, date, December 19, 2023).

The results of the interview prove that policy implementation can be implemented well, on the grounds that the implementing party has the ability to implement it well because the incentives available to both administrators and benefit recipients both fulfill their living needs, namely receiving additional income support. Furthermore, the results of an interview with an informant named Mrs. Sitti Khaerani, SE, as Head of the Sub-Coordinator for Finance and Administration of the General Section of the Regional Secretariat of Toli Toli Regency, said that: "However, the implementing party has the attitude to provide direction regarding the conditions or criteria for obtaining the income allowance. "Without getting support from the leadership, it is impossible for this policy to run effectively, because to get allowances, ASN must really understand the purpose and objective of providing these allowances, namely as a form of motivation to improve individual and organizational performance." (Interview, date, January 10, 2023).

The results of the interview prove that the policy regarding additional income allowances can be implemented well, because



of the support of the implementer both as a leader and as financial management staff as well as procedural support provided by informants which gave rise to a negative response because the management was carried out in accordance with very adequate funds, so that everything is undefined. For more details, you can see the opinion of an informant named Mrs. Resna, SE as Staff in the General Section of the Toli Toli Regency Regional Secretariat, who said that: "The implementor's disposition towards ASN in the General Section of the Toli Toli Regency Regional Secretariat at this time no one has responded negatively. All requirements are met. carefully based on the Regulation of the Head of the State Civil Service Agency Number 20 of 2011 concerning Guidelines for Calculating Performance Allowances for Civil Servants. "This means that ASNs are given fair, objective, transparent and consistent performance allowances that are based on the results of job evaluations and employee work performance assessments." (Interview, date, January 25, 2023).

The results of the interview prove that the financial management in providing additional income allowances for ASNs in the General Section of the Toli Toli Regency Regional Secretariat has gone well, because it can be managed according to existing regulations, namely that allowances are given based on class or level of position. This was clarified by the informant on behalf of Mrs. Marlina, SE as Staff in the General Section of the Regional Secretariat of Toli Toli Regency, saying that: "The supervisor's disposition towards ASN who are eligible for additional income allowance is ASN who has 100% absenteeism, because that is the main requirement for ASN Those who show up at the appointed time will definitely carry out

their duties well. "The Disposition Implementor has carried out his duties well and not a single article has been ignored by the policy makers in providing the disposition. This shows that all ASNs are entitled to additional income benefits according to the position or class of each ASN." (Interview, date, February 6, 2023).

The results of interviews sourced from this information prove that the provision of income allowances for ASN has been implemented in a transparent and transparent manner. So that every month an evaluation is carried out regarding the performance of each ASN. If there is an ASN who is negligent in their obligations, the leadership will give a warning so that the ASN can improve its performance.

The observation results show that aspects of the disposition or attitude of implementers have not yet received agreement, because they have not created good cooperation to implement the policy. It turned out that after conducting research, the researchers found that the agreement between the informants' opinions was that the aspect of the implementor's disposition in the financial management process relating to additional income allowances in the General Section of the Regional Secretariat of Toli Toli Regency showed an attitude that could be responded to by all ASN.

Bureaucratic Structure

Based on the theory put forward by Edwar III, emphasizing bureaucratic structure as one of the aspects that influences the progress of an organization, both organizations operating in the social, political, economic, social and government-owned health organizations, to prove the extent to which the application of this theory is true,



researchers have carried out several scientific steps by informing several informants as follows.

According to an informant named Mrs. Asnani SH, as Head of the General Section of the Toli Toli Regency Regional Secretariat, stated that: "Aspects of the bureaucratic structure have supported the implementation of the policy regarding additional income allowances in the General Section of the Toli Toli Regency Regional Secretariat as the institution responsible for implementing the policy and providing spirit of increasing professional development to achieve the vision of "Realizing Quality and Professional Management of the General Section of the Regional Secretariat" (Interview, December 5 2023).

Based on the results of interviews with the informants above, it shows that, in principle, aspects of the bureaucratic structure have supported the realization of managing additional income allowances for ASN, meaning that the administrator already has effective financial management standards. One form of support is the availability of adequate budget and leadership support. and realizing the vision of Realizing Quality and Professional Governance of the General Section of the Regional Secretariat. Another informant expressed an opinion named Mrs. Luly Bantilan, SE., M.Si as Head of the Organization and Administration Section of the Regional Secretariat of Toli Toli Regency, stating that: "Aspects of the bureaucratic structure in the management of additional income allowances really support the realization of quality and general management of the General Department. professional as stipulated in the vision of the regional government of Toli Toli Regency, to become ASN in improving performance that has high integrity, loyalty, creativity and innovation.

Supported by high skills and discipline in realizing the vision and mission. Realizing quality and professional management of the General Section of the Regional Secretariat of Toli Toli Regency. (Interview, Date, December 19, 2023)"

Based on the results of the interview above, the bureaucratic structure of this organization, namely the General Section of the Regional Secretariat of Toli Toli Regency as the policy implementer, has supported the management of financial administration related to maximum additional income allowances. One of the most basic structural aspects as an organization responsible for improving the performance of ASN is having very effective work procedures to support the realization of "the realization of high-quality and professional governance of the General Section of the Toli Toli Regency Regional Secretariat".

The opinion of another informant named Mrs. Sitti Khaerani, SE, as Head of the Sub-Coordinator for Finance and Administration of the General Section of the Regional Secretariat of Toli Toli Regency, expressed the opinion that: "Aspects of the bureaucratic structure are clearly adequate in implementing policies relating to additional income allowances for ASN all the provisions stipulated In effect, the financial manager must comply, if an ASN commits a violation then the person concerned will be given a firm warning, including demands for the application of work discipline. "The support of the bureaucratic structure in the additional income allowance policy was felt directly by ASN, namely that everything went well and smoothly, as evidenced by the creation of togetherness and harmony with the leadership, resulting in ASN achieving better performance with these allowances" (Interview, January 10, 2023)



Based on the results of these interviews, it is proven that basically aspects of the bureaucratic structure have supported the implementation of policies related to additional income allowances for ASN in the General Section of the Toli Toli Regency Regional Secretariat. With strong support, all implementation of the additional income allowance policy always follows the implementation procedures, namely linking it to the performance of each ASN.

Then the informant named Mrs. Resna, SE as staff of the General Section of the Toli Toli Regency Regional Secretariat said that: "Aspects of the bureaucratic structure are running well, so that policies can be implemented well which can be seen, among other things: ASN has high discipline and responsibility towards all procedures that apply internally, support the efforts to achieve achievements of the regional government of Toli Toli Regency (Interview, January 25 2023)"

Based on the results of interviews with the informants above, it proves that the bureaucratic structure has supported the implementation of policies regarding additional income allowances for ASN better. Several indicators of the good bureaucratic structure in implementing policies to improve ASN performance are that ASN must follow the procedures established by the Institution. As an ASN you are also prepared to become a professional ASN who has good knowledge, insight and skills. With highly competitive capital in the midst of competition to achieve better performance. The opinion above was reinforced by an informant named Mrs. Marlina, SE as staff of the General Section of the Toli Toli Regency Regional Secretariat, stating that: "Aspects of the bureaucratic structure in the General Section of the Toli

Toli Regency Regional Secretariat are in the good category, this is due to the support of all parties including the support of the regional government and ASNs who have additional duties to take care of everything related to additional income allowances for ASNs are quite good and can be a motivation for ASNs to have better performance than before (Interview, February 6, 2023).

The performance of ASN in the General Section of the Toli Toli Regency Regional Secretariat is certainly a source of pride for the regional government, so the government needs to continuously carry out supervision so that ASN truly feels they are receiving attention from the leadership. This is strong evidence that the bureaucratic structure is good. and this means that in the General Section of the Toli Regency Regional Secretariat, Toli, as an organization that implements policies, is an important asset to improve the performance of ASN better.

CLOSING

Conclusion

Based on the results of previous research and discussions regarding the implementation of the policy of providing additional income allowances for ASN, the researchers can conclude that: (1) policy communication has several dimensions, namely the dimensions of transmission, clarity and consistency, all of which have gone well. (2) Human resources in carrying out administration are in the professional category and budget resources and facilities are adequate. (3) Disposition of staff placement according to their field of expertise. (4) The structure of the SOP is clear and implemented effectively by carrying out monitoring or supervision as well as strict



sanctions against ASN who commit violations.

Recommendation

Based on these conclusions, the recommendations in this research are in accordance with the policy issued by the government relating to additional income allowances known today as TUKIN for ASN, with the aim that ASN can have better performance, therefore the suggestions in this research are communication, resources, disposition and bureaucratic structure continue to be implemented effectively, so that government policies regarding additional income benefits can be sustainable

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