

ANALYSIS OF THE EFFECTIVENESS OF ALLOWANCES IN IMPROVING EMPLOYEE PERFORMANCE IN THE OFFICE MARKET VILLAGE OF LAHEWA, LAHEWA DISTRICT

By

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ABSTRACT

The implementation of the effectiveness of employee benefits in improving employee performance at the Pasar Lahewa Village Office, Lahewa District has been carried out optimally, but there are still many shortcomings and weaknesses due to limitations in the use of IT. The benefits provided, although diverse, are still not in accordance with the expectations of some employees. Some employees feel that the existing benefits are not enough to meet their needs optimally. This has the potential to affect their motivation to work. Employee discipline compliance with local government regulations greatly influences performance achievement, which can be measured from the completion of tasks and contributions to government goals. In addition to benefits, other factors such as training, harmonious working relationships, and support from superiors play a major role in improving employee performance, so the provision of benefits should be accompanied by attention to these factors to achieve more optimal results. The effectiveness of providing employee benefits at the Pasar Lahewa Village Office can be achieved if there is cooperation between fellow employees and the local government, so that realization can be achieved as it should.

Keywords: Benefits Effectiveness, and Performance

ANALISIS EFEKTIVITAS TUNJANGAN DALAM MENINGKATKAN KINERJA KARYAWAN DI KANTOR PASAR DESA LAHEWA, KABUPATEN LAHEWA

ABSTRAK

Penerapan efektivitas tunjangan karyawan dalam meningkatkan kinerja karyawan di Kantor Desa Pasar Lahewa, Kecamatan Lahewa telah dilakukan secara optimal, namun masih banyak kekurangan dan kelemahan akibat keterbatasan dalam pemanfaatan TI. Tunjangan yang diberikan, meskipun beragam, masih belum sesuai dengan harapan sebagian karyawan. Sebagian karyawan merasa tunjangan yang ada belum cukup untuk memenuhi kebutuhan mereka secara optimal. Hal ini berpotensi memengaruhi motivasi mereka dalam bekerja. Kepatuhan disiplin karyawan terhadap peraturan pemerintah daerah sangat memengaruhi pencapaian kinerja, yang dapat diukur dari penyelesaian tugas dan kontribusi terhadap tujuan pemerintah. Selain tunjangan, faktor lain seperti pelatihan, hubungan kerja yang harmonis, dan dukungan dari atasan berperan besar dalam meningkatkan kinerja karyawan, sehingga pemberian tunjangan sebaiknya dibarengi dengan memperhatikan faktor-faktor tersebut untuk mencapai hasil yang lebih optimal. Efektivitas pemberian tunjangan karyawan di Kantor Desa Pasar Lahewa dapat tercapai jika ada kerja sama antara sesama karyawan dan pemerintah daerah, sehingga realisasinya dapat tercapai sebagaimana mestinya.

Kata Kunci: Efektivitas Tunjangan, dan Kinerja

INTRODUCTION

In today's era, State Civil Apparatus (ASN) can no longer work in a mediocre way. This is due to the government's efforts to formulate a more comprehensive assessment system. ASN performance will affect the benefits of their work per month. The Minister of State Apparatus Empowerment and Bureaucratic Reform (Menpan RB), Abdullah Azwar Anas said that for all State Civil Apparatus (ASN) will be evaluated through performance assessment as a form of responsibility in the work. Circular Letter of Menpan RB Number 3 of 2023 stipulates the procedure for determining the performance predicate for State Civil Apparatus (ASN) Employees. In the circular, Menpan RB explained that employee performance evaluation will be carried out based on the process and work results that have been achieved in each agency, and includes the predicate of organizational performance achievements. This performance predicate assessment process will consider the distribution of predicates that refer to the institutional worksheet for each employee and how it is relevant to the goals of the agency. Employee performance evaluation consists of at least three main stages: First, Determining performance achievements periodically and annually will determine the performance of the organization. To show the achievement of ASN performance, there are five predicates: Special, good, needs improvement, lacking, and very lacking. The achievements that have been achieved by the institution are in accordance with the applicable circular. To achieve periodic performance, the assessment will be based on the achievement of the action plan and targets for each period. Conversely, to achieve annual performance, the assessment will be based on the performance agreement and performance expectations of each unit.

According to Government Regulation Number 30 of 2019 concerning Civil Servant (PNS) Performance Assessment, the five aspects that are the focus of the assessment are objective, measurable, accountable, and participation. The five aspects will be compiled and evaluated based on the five components of the Civil Servant Performance Management System: (1) Planning, (2) Implementation, monitoring, and performance development, (3) Assessment, (4) Follow-up, and (5) Performance Information System. In addition, North Nias Regent Regulation Number 20 of 2022 states that the purpose of this regulation is to set

standards for providing Additional Employee Income in the form of performance allowances. The aim is to improve integrity, performance, quality of public services, welfare of the apparatus, and administrative order in regional financial management.

The provision of State Civil Apparatus Allowances in the North Nias Regency Government covers three aspects: attendance, performance, and integrity. State Civil Apparatus (ASN) often come under scrutiny regarding their performance, due to the negative image attached to PNS, such as lack of productivity, corrupt practices, and waste of state funds. In addition, low work ethic, absence without clear reasons, and non-compliance with working hour regulations are also often in the spotlight. As a result, the level of employee performance is still relatively low, where many of them only come, fill in the attendance list, chat, and then go home. Because work is often not completed according to the specified time, this certainly has a negative impact on the government. Providing performance allowances is one way to improve performance. The purpose of performance allowances is to encourage employees to expect that increased discipline and performance optimization can contribute to increased welfare. The government is aware of the importance of setting fair and transparent performance allowances in the context of implementing bureaucratic reform. Pasar Lahewa Village Office is a government agency that places some of the State Civil Apparatus (ASN), with a total of 11 people. This agency has implemented various policies for employees. Efforts to improve employee performance at the Pasar Lahewa Village Office, which is under the auspices of the North Nias Regency Government, have been implemented in the form of performance allowances. This allowance is given based on position, rank, and group, and is determined by the level of attendance and performance of each employee.

The purpose of this study is to determine the analysis of the effectiveness of allowances in improving employee performance and to determine the application of the effectiveness of allowances in improving employee performance at the Pasar Lahewa Village Office, Lahewa District.

LITERATURE REVIEW

Effectiveness Of Employee Benefits

Effectiveness is the relationship between output and objectives or is said to be a measure of how far the level of output, policies, and procedures of the organization.

Effectiveness is related to the degree of success of an operation in the public sector so that an activity is said to be effective if the activity has a major influence on the ability to provide public services which are predetermined targets (Beni, 2016). Effectiveness is a measure of the success or failure of an organization's goals in achieving its goals. If an organization achieves its goals, then the organization has been running effectively. Effectiveness indicators describe the range of consequences and impacts of program outputs in achieving program goals (Mardiasmo, 2017).

Effectiveness refers to the extent to which a plan has been successfully implemented in accordance with the expected goals. Based on several expert opinions, it can be concluded that effectiveness is the level of success of a particular action carried out by an individual, group or agency to achieve a predetermined or planned goal. An action is said to be effective if the action is able to achieve the predetermined plan. Conversely, the effort is not effective if the effort is further away from what was planned (Poerwanti and Suwandayani, 2020).

Based on the Regulation of the State Civil Service Agency Number 23 of 2017 concerning Procedures for Granting, Deduction, and Termination of Payment of Employee Performance Allowances within the State Civil Service Agency, there are several provisions regarding ASN performance allowances, including:

1. Every employee is entitled to receive a monthly performance allowance in addition to their income.
2. The amount of performance allowance is determined based on the job class of each employee.
3. Prospective Civil Servants receive a performance allowance of 80 percent of the class of the implementing position in their work unit, depending on the duties and needs of the position.
4. The provision of performance allowances also takes into account the individual performance achievements of employees.

Providing employee allowances is a way to stimulate and improve employee work performance. Based on the Regulation of the Minister of Manpower Number 10 of 2017, in addition to receiving income in accordance with the provisions of laws and regulations, employees are also given performance allowances for 12 (twelve) months and the 13th (thirteenth) performance allowance. Employee allowances are not given if:

- a. Employees who do not have a specific position,
- b. Employees who are temporarily suspended from their duties or deactivated,
- c. Employees who are dismissed from their organic positions and are given waiting money and have not been dismissed as employees,
- d. Employees who are seconded/employed to other agencies/institutions outside the Ministry,
- e. Employees who are given leave without state responsibility or are on leave to undergo a retirement preparation period.

EMPLOYEE PERFORMANCE

Performance, according to Fadil Sandewa (2018:97), is defined as the results achieved by individuals or groups in an organization in accordance with their respective authorities and responsibilities, with the aim of achieving organizational goals legally and without violating the law while maintaining moral and ethical standards. Rerung (2019:54) said that employee performance is behavior resulting from tasks that can be observed and assessed. In this case, employee performance is the contribution made by an employee to achieve the seven goals of the organization.

Government Regulation (PP) Number 30 of 2019 concerning ASN Performance Assessment sets out the objective of ensuring objectivity in ASN development, which is based on a performance system and career system. The assessment is carried out based on performance planning both at the individual and unit or organizational levels, taking into account targets, achievements, results, benefits achieved, and ASN behavior. The presence of reliable human resources in an organization must be recognized as very important to support smooth operations. Therefore, good performance and appreciation for employees are needed for motivation. A leader needs to have the sensitivity to supervise the extent to which subordinates carry out the tasks given properly. If there is performance that does not meet expectations, steps need to be taken such as giving warnings or sanctions for those who do not comply. In management to measure performance if there are no established indicators. Because the indicators themselves determine performance assessment, it is important.

According to Government Regulation (PP) Number 30 of 2019, ASN Performance Assessment is based on a career and achievement system.

1. Performance planning at the individual and unit or organizational level is used to assess. Target is the amount of work results to be achieved from each job task, which includes aspects of quantity, quality, time, and cost.
2. Achievement Achievement is a comparison of performance with targets.
3. Realization Realization is the work result that is partially obtained, meets, or exceeds the target.

Based on the explanation above, the author refers to the indicators stipulated in Government Regulation (PP) Number 30 of 2019 concerning the Performance Assessment of State Civil Apparatus (ASN), which includes targets, achievements, realizations, and ASN behavior used in this study.

RESEARCH METHODS

This study uses a qualitative descriptive approach. This study provides an accurate description and explanation of the condition or symptoms. According to Sugiyono (2020:9), qualitative research methods are used to research natural object conditions. The researcher is the main instrument in this study, and data collection techniques are used triangulation (combination), and data analysis is carried out inductively. The results of qualitative research emphasize importance rather than generalization. Researchers will conduct observations in addition to conducting interviews by visiting the Lahewa Village Office to observe activities and events at the location in order to collect data.

RESEARCH RESULTS AND DISCUSSION

This study aims to analyze the effectiveness of allowances in improving employee performance at the Pasar Lahewa Village Office, Lahewa District, with a focus on five main indicators. Based on the results of in-depth interviews conducted with three key informants, several findings were obtained as follows:

1. Challenges in Completing Monthly Employee Performance Targets (SKP)

All informants stated that the main challenge in completing the monthly SKP lies in the delay in data input, which is caused by waiting for instructions from superiors through bureaucratic

channels from the sub-district to the village. In addition, the low mastery of information technology (IT) by some employees, lack of understanding of the ekinerja application, and minimal documentation of activities are also significant obstacles. The delay in the superior's SKP also has an impact on the inability of employees to continue the administrative process in a timely manner.

2. Factors that Influence Employee Attendance

Factors that affect the level of employee attendance at work include the relatively far distance of residence from the office location, impaired health conditions, and extreme weather factors such as floods that hinder mobility. In addition, some employees also face obstacles in the form of excessive workloads, limited transportation facilities, and low individual discipline and sense of responsibility.

3. Efforts to Improve Employee Discipline

To improve work discipline, informants stated that leaders need to set an example in terms of attendance and punctuality, and carry out routine performance evaluations. Imposing sanctions in the form of verbal or written warnings, as well as postponing the assessment of SKP and Additional Income Allowance (TTP), are considered preventive and corrective measures. In addition, a communicative approach such as listening to employee complaints and providing solutions to problems is also needed to create a conducive work environment.

Handling Errors and Deficiencies in Work

In dealing with errors or deficiencies in the implementation of tasks, employees generally check and revise the results of their work, and establish direct coordination with related parties. Informants also emphasized the importance of a dialogic and collaborative approach in resolving problems directly related to the community, such as issues of social assistance and other public services.

4. Differences in Allowance Amounts Between Employees

All informants agreed that there were differences in the amount of allowances received by each employee. This difference is based on the structural position and employee group in accordance with applicable regulations. For example, the allowances received by the Village Head, Section Head, and staff have different amounts. Payment of allowances is made every quarter after all administrative requirements have been met by each employee.

CONCLUSION

The research that has been conducted by discussing about “Analysis of the Effectiveness of Allowances in Improving Employee Performance at the Pasar Lahewa Village Office, Lahewa District”. The researcher draws the main conclusion that the implementation of the effectiveness of employee allowances in improving employee performance at the Pasar Lahewa Village Office, Lahewa District has been carried out maximally but there are still many shortcomings and weaknesses due to limitations in the use of IT. The allowances provided, although diverse, are still not in accordance with the expectations of some employees. Some employees feel that the existing allowances are not enough to meet their needs optimally. This has the potential to affect their motivation to work.

Increasing the number of employee benefits needs to be considered to add types of benefits that support employee development, such as training or career development benefits, which have a direct impact on improving performance.

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