

Effectiveness of Providing Remuneration Allowances for State Civil Apparatus in Bapas Class I Manado

Blandina Astrilyen Derek¹ Evi Masengi² Goinpeace Tumbel³
Universitas Negeri Manado

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Abstract

This study aims to determine the effectiveness of providing remuneration allowances for State Civil Apparatus at Bapas Kelas I Manado and the obstacles in implementing the policy. The research method used was descriptive qualitative research method and sought the necessary data by means of observation, interview and document study at Bapas Kelas I Manado. The results of the research found that the provision of humeneration is very helpful for employees in meeting their needs. Remuneration for civil servants is an objective solution in overcoming the low income of civil servants because one of the criteria for granting it is based on work performance. There needs to be more supervision of the provision of remuneration because there are still many abuses of authority on performance reports.

Abstract

Penelitian ini bertujuan untuk mengetahui efektifitas pemberian tunjangan remunerasi Aparatur Sipil Negara di Bapas Kelas I Manado beserta hambatan-hambatan dalam mengimplementasikan kebijakan tersebut. Metode penelitian yang digunakan adalah metode penelitian kualitatif deskriptif dan mencari data-data yang diperlukan dengan cara observasi, wawancara dan studi dokumen di Bapas Kelas I Manado. Hasil dari penelitian ditemukan, pemberian humenerasi sangat membantu pegawai dalam memenuhi kebutuhannya. Remunerasi terhadap PNS adalah solusi obyektif dalam mengatasi rendahnya pendapatan PNS karena salah satu kriteria pemberiannya didasarkan atas prestasi kerja. Perlu adanya pengawasan lebih terhadap pemberian remunerasi dikarenakan masih banyaknya penyalahgunaan wewenang terhadap laporan kinerja.

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Corresponding Author:

Blandina Astrilyen Derek

Universitas Negeri Manado

Email : Astrilyenblandina@gmail.com

1. INTRODUCTION

Mochammad Surya (2011) Remuneration has the meaning of something that employees receive as compensation for the contributions they have made to the organization where they work. Remuneration has a broader meaning than salary, because it includes all rewards, both in the form of money and goods, whether given directly or indirectly, and whether routine or non-routine, direct rewards consist of salary/wages, position allowances, allowances. specifically, bonuses that are or are not linked to achievement and various types of assistance consisting of facilities, health, pension funds, salaries, leave, disaster compensation. Kusnaedi (2009) defines remuneration as a reward or remuneration provided by a company to its workforce as a result of the achievements they have provided in order to achieve company goals. So, it can be concluded that remuneration is a reward or reward from the company to employees for their efforts and performance, both in financial and non-financial form, the aim of which is to improve the welfare of the employee.

Civil Servants are employees who have met the criteria that have been determined through prior selection, then appointed by authorized officials and assigned duties in a position and paid based on applicable laws and regulations. Civil servants have an important role as the spearhead of the organization's movement to realize the goals of administering government as state servants and public servants by devoting their thoughts, energy, hearts,

abilities as well as creativity and innovation. In relation to Civil Servants there are problems that occur in carrying out their various jobs, starting from welfare issues, inadequate human resources issues, also related to career ladder placement.

Directed and planned development of human resources accompanied by good control will be able to save existing resources so that they are efficient and successful. Likewise, micro and macro human resource development. Human resource development is a form of investment (human investment). In today's developing economic conditions, there are many agencies, both government institutions and private institutions. In accordance with the targets to be achieved by government institutions in placing human resources, these institutions are employees, the effectiveness of employee work, the goals of the institution, as well as the importance of providing work performance benefits greatly influence the mental state of employees. One of the main problems in human resource management is how to find the best way to increase employee work motivation. Human resource management is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in achieving organizational goals (Hasibuan, 2012: 10).

Every organization has an interest in the best performance that can be produced by the series of systems that apply within the organization. Human resource management is one of the key factors in getting the best performance, because apart from dealing with skills and expertise issues, HR management is also obliged to develop employee behavior that is conducive to getting the best performance. With the aim of encouraging employees to work more effectively to increase work motivation which will have an impact on employee work performance. The importance of the issue of work performance allowances is that it really affects the mental state of employees in carrying out their duties and activities.

In order for the implementation of effectiveness to run well, it is necessary to provide work performance allowances. This is intended to prevent deviations, errors and irregularities, because there are still employees who tend to be late in the office, do not come to the office, tend to go home before office hours and thus leave their work. In connection with the problems that have occurred recently in the work area of the Manado Class 1 Correctional Center, there are still many employees who feel deprived of what they earn through their income as government employees, lack of welfare and the large number of employment disparities which reduce performance as a result of a lack of mindset to developing human resources, it is necessary to issue a policy or breakthrough to overcome this.

Efforts to increase work motivation are usually carried out by providing work performance allowances or incentives, providing motivation, improving abilities through training and a good leadership style. Meanwhile, employee performance can be improved if work performance allowances are provided on time, and the government can know what is expected and when expectations can be recognized regarding the results of their work. One of the steps taken by local governments to improve employee welfare is by providing additional income in the form of work performance allowances.

Efforts to improve employee performance at the Manado Class 1 Correctional Center have been implemented by providing additional employee income. The provision of additional employee income is based on position, rank and class, the amount of which is also determined based on the level of attendance and workload. The policy of the Ministry of Law and Human Rights in providing additional employee income for Civil Servants which is the legal basis refers to Minister of Law and Human Rights Regulation Number 22 of 2022.

In its implementation, there are still obstacles in providing Remuneration Allowances to the Manado Class I Bapas, this can be seen by the deductions that occur during the period

of receiving the Performance/Remuneration Allowance. Furthermore, the implementation of employee work in the Bapas Class I Manado environment is carried out according to the SKP based on the job description for each employee. Monitoring of each employee's work is carried out by creating daily journals and employee attendance lists through an application prepared by the Ministry of Law and Human Rights. In this way, the process of assessing employee performance can be carried out online, either by assessing the daily journal or by assessing the employee's daily absences.

2. RESEARCH METHOD

In this research, the author uses a descriptive qualitative approach, namely explaining phenomena in depth through data collection. This research emerged because of a paradigm shift so that it can be seen as something holistic, complex, dynamic and full of meaning. According to Bodgan and Biklen in Sugiyono (2003:9), In general, qualitative research has the following characteristics:

1. Carried out in natural conditions, directly to the data source and the researcher is the key instrument.
2. Qualitative research is more descriptive. The data collected is in the form of words or images, so there is no emphasis on numbers.
3. Qualitative research emphasizes the process rather than the product or outcome
4. Qualitative research carries out inductive data analysis
5. Qualitative research emphasizes the meaning of the data behind what is observed.

In qualitative research, the main instrument is the researcher himself, Nasution (1988:11) suggests that at the beginning of the research, the researcher is the only tool to facilitate data collection, so the researcher can use tools in the form of field notes, tape recorders, or photos and interview guide. In qualitative research, the data collection process moves from the empirical field in an effort to build theory from the data. The data collection process includes the following stages: 1) The process of entering the research location and 2). The researcher visits the research location to report on the planned research location as well as to obtain permission/recommendations, by showing a research introduction letter.

In this stage the researcher tries to take a formal or informal approach to the research subject. In this process the researcher tries to obtain complete information and summarizes the various information obtained in accordance with the predetermined focus. At this stage the researcher put forward two data collection techniques, namely: a) Interviews and documentation studies, regarding organizational structure, procedures, SOPs, main tasks and functions, related rules. This research analyzes the data that has been collected through three phases, namely data reduction, data presentation, and drawing conclusions

3. RESEARCH RESULTS AND DISCUSSION

In Indonesia, there are 72 Correctional Center (Bapas) offices spread across 34 provinces. In North Sulawesi Province itself there is only one Bapas, namely Bapas Class I Manado. Bapas Class I Manado is one of the UPTs under the Regional Office of the Ministry of Law and Human Rights, North Sulawesi. Bapas Class I Manado has a wide working area, covering the province of North Sulawesi consisting of 11 districts and 4 cities, with geographical conditions consisting of land and islands.

The duties and functions of Bapas in the Correctional System are listed in Article 1 Paragraph 4 of Law Number 12 of 1995 concerning Correctional Services, the Correctional Center, hereinafter referred to as BAPAS, is the institution for carrying out guidance for Correctional Clients. What is meant by Correctional Client is stated in Paragraph 9, Correctional Client, hereinafter referred to as Client, is someone who is in a Correctional Center (Bapas). The role of Bapas in more detail is stated in Law 11 of 2012 concerning the

Juvenile Criminal Justice System, where Bapas has the duties and functions to provide assistance, community research (Litmas), guidance and supervision of correctional clients and children in conflict with the law (ABH).

To carry out these duties and functions, Bapas Class I has several work units, namely:

- Administration Subdivision;
- Adult Client Guidance Section;
- Child Client Guidance Section.

The Administration Subdivision is responsible for carrying out general administration, personnel, finance and correspondence. Personnel administration, which includes managing personnel data, attendance and correspondence, while financial administration, which includes managing budgets, income and expenses.

The beginning of the Manado Class I Fathers came from the Manado Community Guidance and Child Alleviation Center (BISPA). BISPA Manado was founded in 1984 and began operating on April 21 1988. In 1997, based on the Decree of the Minister of Justice of the Republic of Indonesia Number M.01.PR.07.03 of 1997 concerning Amendments to the Decree of the Minister of Justice of the Republic of Indonesia Number M.02-PR.07.03 In 1987 regarding the Organization and Work Procedures of the Community Guidance and Child Alleviation Center, BISPA Manado changed to Bapas Class I Manado. Bapas Manado is located on Jalan Pumorow Number 106, Banjer Village, Tikala District, Manado City, North Sulawesi Province, with a land area of 2100 m² and a building area of 722 m². The number of Bapas Manado employees to date has reached 55 people, consisting of structural officials, General Functional Positions (JFU) and Certain Functional Positions (JFT) PK/APK.

Remuneration Policy

The focus of this research is the effectiveness of providing remuneration allowances for state civil servants in Bapas Class I Manado which can be seen from 5 (five) indicators, namely appropriate policy, appropriate implementation, appropriate target, appropriate environment, appropriate process and factors inhibiting the effectiveness of additional policies in increasing employee income. For civil servants at the Dumai City Education and Culture Service. Research data on the five indicators was obtained through in-depth interviews with research informants and observation

Exact Policy

The accuracy of this policy is assessed from the extent to which the existing policy contains things that can solve the problem to be solved. The second aspect of policy is whether the policy has been formulated according to the character of the problem to be solved. The third side is that the policy is made by an institution that has authority (institutional mission) in accordance with the character of the policy.

From the confirmation of this theory, variable questions arise regarding the results of the policy for providing remuneration allowances for ASN at the Manado Class I Bapas which is running well and in accordance with the rules. Based on an interview with the Head of Manado Class I Fathers, Benny Totot, revealed:

"The remuneration system is good but still needs to be improved because there are still deviations in it so there is still a need for socialization of laws or policies related to remuneration payments, so that all employees understand the rules and understand the methods and systematics of discussing existing remuneration allowances".

The words of the Head of Class I Manado Head of the Office can be taken to mean that the provision of remuneration allowances is good but there are several things that need to be improved within the scope of the Manado Class I Head of Fathers, so that socialization

regarding policies or laws related to remuneration payments really needs to be done, especially for new employees. who may not fully understand the existing rules.

Apart from that, the bureaucracy is required to be more sensitive to various changes and look for new approaches to developing services to the public. As well as leaving behind very procedural and bureaucratic service processes. The existence of formal rules is not an excuse not to improve responsive working methods and play above the rules to validate every action. Work that can actually be done quickly and quickly takes a long time and costs a lot of money.

Government Regulation Number 46 of 2011 concerning Civil Servant Work Performance Assessment mandates that civil servant work performance assessments consist of elements of Employee Work Targets (60%) and work behavior (40%). Assessment of Employee Work Targets (SKP) includes aspects of quantity, quality, time and cost. Meanwhile, the assessment of work behavior includes aspects of service orientation, integrity, commitment, discipline, cooperation and leadership.

Professional apparatus will basically be able to provide good service to the community. Good service has a close relationship with community satisfaction, service quality provides an encouragement to the community to establish strong relationships with service providers. Providing excellent service is a demand that must be met by every bureaucratic apparatus. The government's solution to improve work ethic is to provide remuneration for employees. Based on the research results, it is known that with remuneration there has been an increase in employee work at the Class I Correctional Center in Manado City.

With the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 11 of 2015, there is Strengthening the Performance-Based Remuneration System and the Formulation and Determination of Policy for the ASN Remuneration System and Civil Servant Pensions as well as Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 63 of 2011 Guidelines for Structuring the Employee Performance Allowance System State and the provisions of Article 21 of Law Number 5 of 2014 concerning State Civil Apparatus (UU 5/2014) state that civil servants have the right to obtain: a. Wages; b. Benefits include: performance allowance and dearness allowance; and c. Facilities and Presidential Decree Number 119 of 2018 concerning employee performance allowances within the Ministry of Transportation regarding performance allowances are allowances given to Civil Servants whose amounts are based on the results of position evaluations and the Civil Servant's work performance achievements which are given every month. Job evaluation is a process for assessing a position systematically using job factor criteria based on job information to determine the value of the position and class of position. Remuneration is given by taking into account employee performance achievements each month.

The approach to providing remuneration to civil servants above is an objective solution to overcome the low income of civil servants because one of the criteria for giving it is based on work performance. In this case, the Corruption Eradication Commission (KPK) considers that the above approach is a breakthrough to overcome the low income of civil servants, before the government is able to reform the civil servant salary system nationally.

With the implementation of the remuneration policy for civil servants, it is hoped that it will have an impact on improving employee welfare. The provision of additional income is routinely received by employees every month, thereby increasing employee confidence in planning their living needs. On the other hand, the provision of performance allowances is directed at ensuring that all civil servants, including employees on the front line of service, can improve their discipline and performance and provide quality service according to established standard procedures (SOP).

Obstacle factor

Based on the results of the research conducted, there were several obstacles during the implementation of remuneration at the Manado Level I Bapas Office, namely:

- a. Lack of supervision of employee performance and absenteeism reporting.
- b. Lack of courage from leaders to take action if there are employees who are not disciplined at work
- c. There has never been a cut in employee remuneration even though the employee was not disciplined in carrying out his work

4. CONCLUSION

The results of this research can be concluded as follows:

- a. Providing humanization really helps employees in meeting their needs. Although there are often still some individuals who are not serious about doing their work. For example, there is a lack of discipline when entering and leaving the office causing existing work to be neglected
- b. The approach to providing additional income to civil servants is an objective solution to overcome the low income of civil servants because one of the criteria for giving it is based on work performance. Through high discipline, employee work productivity can essentially be increased. Therefore, it is necessary to instill the best possible discipline in every employee so that the quality of work increases.
- c. There is a need for more supervision over the provision of remuneration because there are still many abuses of authority regarding performance reports.

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