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Efectiveness Of Performance Allowances In Improving Work Motivation ASN Secretariat Area Bolaang Mongondow District South

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Abstract

This study focuses on the Effectiveness of Regional Performance Allowances on Increasing the Motivation of Civil Servants of the Regional Secretariat of South Bolaang Mongondow Regency by examining the Effectiveness with the concept of Program understanding, Target accuracy, Timeliness, Goal achievement, and Real Change. First, Program understanding, that the work program can increase the sense of belonging and work motivation, Understanding the work program is important because performance assessment is the basis for granting performance permits and a good understanding of the program can increase motivation to achieve performance targets . Second, Target accuracy is very important so that ASN can work effectively and efficiently which ultimately affects the performance assessment and allowances received, the suitability between the targets and objectives of the work program is very important to ensure that ASN efforts are in line with organizational goals that can affect motivation and performance allowances, achieving good work program goals and targets can have an impact on improving work performance and motivation. Third, on time, Program Implementation is related to Performance Allowances that punctuality is a performance indicator that can affect performance and motivation. Fourth, Achievement of goals, In the indicator of achieving goals , there must be

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alignment between program implementation and the goals that have been implemented. This alignment is important to ensure the effectiveness of the program can affect performance assessments and permits received. Fifth Real Change, real change as a result of the program. The success of the ASN work program will affect work motivation, performance allowances received by ASN actually bring changes in terms of ASN discipline and productivity.

Keywords : Effectiveness , Regional Performance Allowance , ASN Motivation

INTRODUCTION

The Regional Secretariat of South Bolaang Mongondow Regency as one of the central regional apparatuses in realizing the Vision and Mission of South Bolaang Mongondow Regency is considered important to be a research subject because of the performance of the State Civil Apparatus. (ASN) in the Regional Secretariat should be an example for other regional apparatus in South Bolaang Mongondow Regency. The implementation of performance allowances in the Regional Secretariat environment is part of the regional effort to optimize the quality of public services and improve the welfare of the Civil Servants

Providing performance allowances is one of the effective strategies to improve ASN motivation and performance . In addition to being a strategic step, providing performance allowances can not only improve employee performance , but also support the achievement of organizational goals.

Problems about work motivation are common problems that occur in every agency, if employee work motivation tends to decline it will affect the decline of an organization. If not addressed properly, the organization will tend to experience a significant decline, thus requiring its employees to have high motivation in doing each of their jobs .

With this performance allowance system, it is expected that the Civil Servants will be more diligent and motivated in doing their work, but on the other hand, awareness to work optimally is still lacking. Although performance allowances have been given, the Civil Servants have not shown significant changes in their work. Civil Servants are not yet aware of their duties and obligations properly. This means that the Civil Servants have not shown good motivation in working which has become their main task as Civil Servants .

Theoretically , performance allowance is one component of welfare received, it can be used as a motivational element to achieve (Handoko in Hasibuan 2012: 118). Therefore, every organization tries to design the right tukin provision system so that motivation and performance

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can increase.

Thus, the effectiveness of performance allowances will have a positive impact on the Organization because it will be able to increase ASN motivation to work and increase personal satisfaction for ASN . But the question is, whether the performance allowance system really improves performance and provides a high contribution to ASN work motivation or not .

REVIEW GENERAL

Definition of Public Administration

Syafiie (2017) in , Yakob Noho Nani et al. (2023) emphasized that public administration is a social phenomenon that has its own expression in contemporary society. Administration is part of an organization because it is the reason for the existence of the organization. The first step to find out whether administration still exists in society is to find the institution itself: administration .

Public Policy

public policy Dye (2008:1) in Arifintahir (25-26) 2014 , stated: "Public policy is what ever governments choose to do or not to do", this concept explains that public policy is whatever the government chooses to do or not to do. According to him, if the government chooses to do something, there must be a goal and the state policy must include all government actions, not merely a statement of the wishes of the government or its officials. In addition, something that is not implemented by the government is also included in state policy. This is because "something not done" by the government will have the same influence as "something done by the government" .

Motivation

Motivation is an encouragement or reason that underlies the enthusiasm in doing something. It is hoped that this motivation will make every employee willing to work hard and enthusiastically to achieve high work performance. Notoatmodjo (2009) in Mohamadbasri et al (2023) motivation comes from the Latin word movere which means encouragement from within humans to act or behave, This motivation is only given to humans, especially to subordinates or followers. Adha, Qomariah, & Hafidzi, 2019 in Mohammadbasri et al (2023) stated that motivation is the provision of driving force that creates a person's work passion so that they are able to work together, work effectively, and be integrated with all their efforts to achieve satisfaction. Kadarisman, 2012 in Mohammadbasri (2023) defines work motivation as a driver or

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motivator within a person to want to behave and work diligently according to the tasks and obligations that have been given to him.

Intrinsic Motivation and Extrinsic Motivation

Muhammad Basri et al (2023) Motivation according to Herzberg, 1966 divides into two, namely intrinsic motivation and extrinsic motivation. Employees will be active in doing their work if there is a motive from outside parties to work such as, providing incentives or rewards so that it greatly influences the performance of the employee . Decreased work enthusiasm is a sign of the lack of motivation felt by most workers .

Effectiveness

According to Sejathi (2011) in Zikri Arifin (2022) , effectiveness is "appropriateness, usefulness, supporting goals." Soewarno Handayaningrat (1983) in Zikri Arifin (2022) stated that: "Effectiveness is a measurement in the detailed sense of previously determined targets or objectives". Ali Muhidin (2009) in Zikri Arifin (2022) also explained that: Effectiveness is also related to the problem of how to achieve goals or results obtained, the usefulness or benefits of the results obtained, the level of functional power of elements or components, and the problem of user/client satisfaction levels. Based on the definitions above, it can be concluded that effectiveness is the appropriateness of a program to achieve the desired goals .

Concept of Effectiveness

Concept or indicator of effectiveness According to Sutrisno (2007:125-126) in the journal Novidayanti et al. (2021), there are 5 indicators to measure the level of effectiveness, namely Program Understanding, remaining on target, on time, achieving goals and real change.

Performance concept

The term performance comes from the word job performance or actual performance (work performance or actual achievement achieved by a person), namely the results 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 (Mangkunegara, 2015) in Rustam Tohopi et al. (2024) . Employee performance can be interpreted as the extent to which a person has played a role in implementing organizational strategies, both in achieving certain goals related to individual roles and/or by demonstrating competencies relevant to the organization (Sulila, 2021) in Rustam Tohopi (2024) .

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Meanwhile, according to Isa (2022) in Rustam Tohopi (2024), employee performance is a function of a person's motivation and ability to complete their duties and responsibilities at work. From the explanation of the concept of performance above, it can be concluded that performance refers to the achievements or accomplishments obtained by a public official in carrying out his main duties in accordance with the work standards set by the public institution. This produces output that shows how a public official contributes to achieving the vision and mission of the organization .

Performance Allowance Concept

In Triyono Sampono's journal 2020 Performance allowance is income other than salary given to active employees based on their competence and performance. In addition to performance assessment, the amount of performance allowance received by employees is also adjusted to their position in accordance with the Class of Position regulations in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 34 of 2011. The provision of performance allowance is not an addition to the incentives that have been given so far. Therefore, performance allowances will be given by calculating the various incentives that have been given so far

RESEARCH METHODS

Research Background

This research was conducted at the Regional Secretariat of South Bolaang Mongondow Regency .

Research Time

The time used in this research was 3 (three) months since the thesis proposal seminar was held, namely from March to May 2025 .

Research Approach

In this study, the researcher will use a descriptive approach through in-depth interviews related to Work Allowances and work motivation in this case ASN in the Regional Secretariat and at the BKPSDM office , Organizational Section, Legal Section, to obtain information on the implementation of the Kinierja Allowance . In addition, direct observation was carried out on the implementation of the Performance Allowance by analyzing the policy implementation process,

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and analysis of the Performance Allowance receipt report documents is an integral part of this method.

Type of Research

Research is a series of activities carried out through the collection, processing, analysis, and presentation of data systematically and objectively to solve a problem or object being studied. The type of research used in this study is qualitative. Qualitative research is a type of research that is interpretive and often focuses on an in-depth understanding of the context and meaning being studied.

Research Design

Research Design is a plan on how to conduct research Zuhri (2020:100) Research design as a research approach used to understand social phenomena or human behavior in depth, exploring the meaning, views, and contexts involved. The research design used in this study is a case study according to the characteristics of qualitative research.

Research Data

The types and sources of data used in this study are as follows : *Primary data* is data obtained directly from respondents desired by the researcher, either through interviews, and other field data collection. The primary data needed is Perka BKN Number 20 of 2011 Concerning guidelines for calculating civil servant performance allowances, Regulation of the Regent of South Bolaang Mongondow and the like concerning Regional Performance Allowances . *Secondary data* is data obtained indirectly from the object being researched, which is carried out through literature studies, libraries and archives/reports.

Data Sources

The data source is the origin or place where the research data was obtained. To obtain good quality in this study, the author uses two data sources, namely primary data sources and secondary data sources.

Data Collection Techniques and Procedures

The data collection techniques used in this research are observation, interviews and documentation.

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Data Analysis Techniques

Qualitative data analysis is carried out when the empirical data obtained is qualitative data in the form of a collection of words and not a series of numbers and cannot be arranged in categories/classification structures. Data can be collected in a variety of ways and is usually processed first before it is ready to be used, but qualitative analysis still uses words that are usually arranged into expanded text, and does not use mathematical or statistical calculations as analysis tools.

RESEARCH RESULTS AND DISCUSSION

General Description of South Bolaang Mongondow Regency

South Bolaang Mongondow Regency is a regency that was formed from Bolaang Mongondow Regency. It was formed on July 21, 2008, based on Law No. 30 of 2008 concerning the Establishment of South Bolaang Mongondow Regency in North Sulawesi Province. This regency is located on the southern coast, with Bolaang Uki as its capital, approximately 255.32 km from Manado City, the capital of North Sulawesi Province. The area of South Bolaang Mongondow Regency is 3,497.46 km2, consisting of 1,615.86 km^2 of land and 1,881.60 km^2 of sea , with a coastline of 294 km .

Vision and Mission of South Bolaang Mongondow Regency

South Bolaang Mongondow has a Vision and Mission as follows:

a. Vision

   The realization of a South Bolaang Mongondow Regency that is United, Sovereign, Independent, Prosperous and Has Character with the Spirit of Mutual Cooperation Based on Pancasila .

b. Mission

1. Enhancing Religious Values and Uniting in Maintaining Tolerance Between Religious Communities with Local Wisdom Based on Pancasila .
2. Enhancing Sovereign Regional Development.
3. Increasing Economic Capacity for the Welfare of an Independent and Environmentally Conscious Community.
4. Improving Public Services Based on Information Technology and Innovation Through Good and Clean Governance.
5. Improving Human Resources with Personality, Culture and Competitiveness .

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General Description of the Regional Secretariat of South Bolaang Mongondow Regency

The Regional Secretariat is an organizational unit within the regional government that is responsible for the implementation of administrative and coordination functions at the regional level. The Regional Secretariat is a supporting institution that provides administrative services to the Regional Head and assists in the implementation of regional government policies and programs. Based on the Regulation of the Regent of South Bolaang Mongondow Number 97 of 2021 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of Regional Apparatus, it is stated that the Regional Secretariat, hereinafter referred to as SETDA, is a Regional Apparatus that carries out supporting functions in the implementation of Government Affairs which are the authority of the Region, is positioned under and is responsible to the Regent .

DESCRIPTION OF RESEARCH RESULTS

The theory of the concept of program effectiveness according to Sutrisno (in Edy Sutrisno 2007: 126 - 127) consists of five concepts, namely, the concept of Program Understanding, the concept of Right on Target, the concept of Right on Time, the concept of Achieving Goals, and the concept of Real Change . This discussion is to analyze the theory used with the facts obtained in the field

Understanding the Performance Allowance Program in Increasing Work Motivation of ASN Regional Secretariat of South Bolaang Mongondow Regency

According to Setrisno (2007:125-126) in the journal Novidayanti et al. (2021), Understanding comes from the word understand which means to understand correctly while understanding is the process of action in understanding. Understanding includes goals, behavior or responses reflecting an understanding contained in a communication. Individual understanding is a way to understand, assess or estimate the characteristics, potential, and or problems (disorders) that exist in individuals or groups of individuals

Accuracy of Work Targets in Relation to Performance Allowances in Increasing Work Motivation of ASN of the Regional Secretariat of South Bolaang Mongondow Regency.

According to Martani and Lubis (1987:55) in Zikri Arifin (2022) , mentioning the measurement of organizational effectiveness, namely: on the target approach This approach focuses on measuring effectiveness in the output aspect, namely by measuring the success of

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public organizations in achieving the planned output level. Some targets that are considered important in the performance of an organization are effectiveness, efficiency, productivity, profit, development, stability and leadership related to that. According to Soetrisno (2007:125-126) The right target indicator shows what is desired to be achieved or become a reality

Punctuality in relation to Performance Allowances in Increasing Work Motivation of ASN of the Regional Secretariat of South Bolaang Mongondow Regency.

According to Setrisno, being on time is an indicator of measuring success. The implementation of an activity can be said to be successful if it is carried out according to the time or schedule that has been determined.

Achievement of Objectives in Relation to Performance Allowances in Increasing Work Motivation of ASN of the Regional Secretariat of South Bolaang Mongondow Regency.

Soewarno Handayaningrat (1983) in Zikri Arifin (2022) stated that: "Effectiveness is a measurement in the sense of detailed targets or objectives that have been previously determined". Ali Muhidin (2009) in Zikri Arifin (2022) also explained that: Effectiveness is also related to the problem of how to achieve goals or results obtained, the usefulness or benefits of the results obtained, the level of functional power of elements or components, and the problem of the level of satisfaction . Based on the definitions above, it can be concluded that effectiveness is the appropriateness of a program to achieve the desired goals. In line with this, the timely indicator must be related to the suitability of activities with the planned completion time.

Real Changes related to Performance Allowances in Increasing Work Motivation of ASN Regional Secretariat of South Bolaang Mongondow Regency.

According to Sejathi (2011) in Zikri Arifin (2022) , effectiveness is "appropriateness, usefulness, supporting objectives." In line with this, in the real change indicator of Edy Sutrisno's theory, it explains the extent to which the program can provide real effects or impacts and changes for related parties, namely on policy targets. Can related parties feel a change or impact with the implementation of Performance allowances in South Bolaang Mongondow Regency?

RESEARCH FINDINGS

In this study, several main findings were identified related to the factors that influence the success of the effectiveness of performance allowances in increasing the work motivation of ASN

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of the Regional Secretariat of South Bolaang Mongondow Regency. These findings are based on the focus and sub-focus that refer to Soetrisno's view of effectiveness which states that there are five dimensions that influence effectiveness , namely Program Understanding, Right on Target, Right on Time, Achievement of Goals and Real Change

Understanding Performance Allowances in Increasing Work Motivation of ASN Regional Secretariat of South Bolaang Mongondow Regency

Obstacles found in the implementation of Tukin provision include the less than optimal understanding of some ASN regarding the technicalities of filling out e-performance, differences in perception between employees regarding the weight of work, and delays in the performance assessment verification process which result in delays in the disbursement of benefits. These obstacles indicate that although Tukin has been well received in concept, there is still a need for system improvements and increased capacity of ASN in understanding and implementing performance assessment procedures consistently and transparently.

Accuracy of Performance Allowance Targets in Increasing Work Motivation of ASN Regional Secretariat of South Bolaang Mongondow Regency

Findings from interviews The results of the interviews showed that most informants understood **the concept of targeting accuracy in providing Performance Allowances.** as a form of conformity between individual performance achievements and the amount of allowances received. In other words, employees who demonstrate high performance, discipline, and have real contributions to organizational tasks should receive greater Tukin than those whose performance is still low. Informants assessed that the provision of Tukin in their agency **in general has led to the principle of being right on target ,** because it has been based on the results of performance assessments recorded through an electronic system (e-performance), which assesses various aspects such as output achievement, attendance, and compliance with regulations

Timeliness of Performance Allowances in Increasing Work Motivation of ASN Regional Secretariat of South Bolaang Mongondow Regency

Findings from the interviews Based on the results of interviews with several informants, it is known that **In general, an official schedule for the disbursement of Performance Allowances (Tukin) has been set every month** , which is ideally carried out after the entire performance evaluation process is completed, usually in the third or fourth week of each month. However, in

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practice, informants revealed that **this schedule is not always consistently adhered to** . Several ASN reported experiencing **delays in the disbursement of Tukin** , although this did not happen every month. These delays were generally technical in nature, such as delays in inputting or verifying e-performance by direct superiors, the assessment process not being completed by the personnel unit, and administrative constraints in the finance department.

Achievement of Performance Allowance Objectives in Increasing Work Motivation of ASN Regional Secretariat of South Bolaang Mongondow Regency

Findings from the interviews The results of the study showed that informants understood the main purpose of providing Performance Allowances (Tukin) as a form of appreciation and encouragement for ASN to improve the quality of performance and discipline in carrying out tasks. Tukin is seen as one of the instruments of bureaucratic reform policy that aims to encourage the creation of a professional, accountable, and results-oriented work culture. Most informants stated that the provision of Tukin has succeeded in increasing work motivation , both individually and collectively. They feel encouraged to be on time, complete work according to target, and be more responsible for the tasks given because their performance is now assessed and has a direct effect on the amount of Tukin received.

Real Changes in Performance Allowances in Increasing Work Motivation of ASN Regional Secretariat of South Bolaang Mongondow Regency

Findings from the interviews The research findings show that most informants felt an increase in personal and co-worker work motivation since the implementation of the Performance Allowance (Tukin). ASN became more motivated to complete work on time, be present consistently, and improve the quality of their task implementation. Several informants gave examples, such as increased employee enthusiasm in compiling reports on time or taking the initiative to help team tasks. The provision of Tukin also has an impact on discipline and compliance with regulations , especially in terms of attendance, use of electronic attendance, and implementation of daily tasks according to e-performance targets .

DISCUSSION OF RESEARCH RESULTS

In this study, the gap between the theory of program effectiveness according to Edy Sutrisno and empirical facts in the Regional Secretariat of South Bolaang Mongondow Regency is clearly visible in several aspects. Sutrisno's theory emphasizes five main indicators: program

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understanding, right on target, on time, achievement of goals, and real change. However, the implementation of performance allowances in South Bolaang Mongondow Regency shows that not all of these indicators are optimally met.

The results of the study show that state civil servants (ASN) in South Bolaang Mongondow Regency have **a fairly good understanding of the concept and purpose of providing performance allowances.** . Informants said that Tukin is seen as a form of appreciation for the performance, discipline, and contribution given by ASN in carrying out their main tasks and functions.

The results of the study show that the perception of ASN in South Bolaang Mongondow Regency regarding the accuracy of the target of the provision of Performance Allowances still varies. Most informants stated that the provision of Tukin has been directed at individuals who meet performance criteria, namely based on reporting in the e-performance system and attendance discipline. However, not a few also expressed doubts about the objectivity of the assessment system and the suitability between the workload and the amount of Tukin received.

The results of the study indicate that **the timeliness of the disbursement of Performance Allowances in South Bolaang Mongondow Regency has a significant role in influencing ASN work motivation** . Most informants acknowledged that there was an official schedule for the disbursement of Tukin which should be adhered to every month, but its realization still experienced periodic delays. Several informants stated that the delay in the disbursement of Tukin occurred mainly due to the long administrative process and suboptimal coordination between units.

The results of the study show that the provision of performance allowances (Tukin) in Bolsel Regency has generally been directed to achieve the right targets, namely ASN who have good performance in accordance with the established standards. Most informants admitted that Tukin was given based on the results of objective performance assessments through the e-performance system and clear reporting of duties and functions. This reflects the seriousness of the agency in upholding the principle of meritocracy and ensuring that Tukin is an appropriate incentive for ASN who contribute maximally

Lastly Based on the research results, the provision of performance allowances in South Bolaang Mongondow Regency has shown a fairly good level of target accuracy, where Tukin is given to ASN who demonstrate performance and work discipline in accordance with the established standards. Informants stated that the performance assessment system implemented has become a reference in determining the amount of allowances received, so that this program can have a positive impact on increasing work motivation. This indicates a real effort from the

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agency in implementing policies that are not only formal but also oriented towards real results

CONCLUSION

The theory of program effectiveness according to Edy Sutrisno (2007:126–127) includes five main indicators: Program Understanding, Right on Target, Right on Time, Achieving Goals, and Real Change. These indicators provide a comprehensive evaluative framework for assessing the success of a program.

It is concluded that **ASN's understanding of good performance allowances greatly influences the increase in work motivation ,** and is an important key to the successful implementation of the program. Therefore, it is necessary to improve communication, transparency in assessment, and certainty of the disbursement time of Tukin as an effort to **maintain the effectiveness of the program and strengthen policy outcomes ,** as suggested in Soetrisno's theory regarding understanding as the initial foundation for achieving public policy goals.

The accuracy of the target in providing Tukin, if understood comprehensively by ASN, contributes significantly to increasing work motivation in South Bolaang Mongondow Regency . In order for this policy to be more effective, it is necessary to increase ASN's understanding of the Tukin mechanism through ongoing socialization, as well as improvements in a more transparent and fair assessment system. This is in line with Soetrisno's theory which states that understanding and accuracy of targets are important foundations in realizing the effectiveness and success of public policies

The timeliness of Tukin disbursement greatly influences ASN work motivation , and ASN's understanding of the importance of this aspect strengthens their hopes for improving the bureaucratic system to be more professional and accountable. Therefore, consistent efforts are needed from regional financial managers and technical agencies to ensure the timeliness of Tukin payments so that the goal of improving ASN performance can be achieved optimally, as explained in Soetrisno's theory regarding the effectiveness of policies based on technical aspects and the understanding of implementing actors.

ASN's understanding of the purpose of providing Tukin is positively correlated with work motivation and contribution to achieving organizational performance . To maximize this positive impact, **ongoing socialization ,** improvements in the performance appraisal system, **and management commitment to the principles of justice and transparency are needed** , as mandated in Soetrisno's theory that the policy will be successful if the implementer's

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understanding is in line with the program objectives to be achieved.

it can be concluded that **ASN's understanding of the objectives and mechanisms of Tukin provision has encouraged real changes in work attitudes and motivations** , in accordance with Soetrisno's theoretical basis. However, to ensure the sustainability and equality of these impacts, it is necessary to **strengthen the performance evaluation system, policy understanding training, and leadership commitment to make Tukin an instrument for forming a productive and adaptive work culture .**

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