

Effectiveness of Providing Regional Performance Allowances (Case Study at the North Luwu Regency Transportation Agency)

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Abstract. *This study aims to analyze the effectiveness of the Regional Performance Allowance (TKD) in improving employee performance and identify the internal and external factors influencing it at the North Luwu Regency Transportation Agency. The evaluation focuses on the implementation of policies based on North Luwu Regent Regulation Number 71 of 2021. The research method used is a mixed methods approach with a descriptive quantitative approach through the distribution of questionnaires to all employees (respondents) and a qualitative approach through in-depth interviews and field observations. The results of the study indicate that the provision of TKD is in the effective category overall, especially in encouraging employee physical attendance discipline (average score of 4.90 on a scale of 5.00) and organizational loyalty (average score of 4.70). However, the effectiveness of achieving substantive work targets still faces obstacles in the aspect of digital performance reporting through the e-Kinerja application (average score of 3.20) and perceptions of incentive fairness among field officers (average score of 3.80). Internal environmental analysis shows that the agency's Main Strengths lie in the level of discipline in working hours, high loyalty, understanding of regulations (score 4.50), and teamwork (score 4.30). The Main Weaknesses stem from the complex administrative burden of digital reporting, the lack of differentiation in risk-weighted incentive weights for land and sea operational personnel, and the formality of hierarchical supervisory supervision. This study noted limitations in that the initial analysis focused predominantly on mapping internal factors, while external factors (Opportunities such as regulatory revision space and digital technology; and Threats such as signal constraints/blank spots and physical field risks) were synthesized as development recommendations. Based on these findings, it is recommended that the North Luwu Regency Government revise the Technical Instructions for Regent Regulation No. 71/2021 by incorporating work risk premium variables for field officers and simplifying the e-Performance reporting system based on preset tasks and offline reporting features.*

Keywords: *Effectiveness; Employee Performance; Regional Performance Allowance; SWOT Analysis; Transportation Agency.*

1. Introduction

In order to achieve the vision, mission, and objectives of the government that have been jointly established, conducive conditions and harmony are needed between government agencies, one employee with another, each of which has a significant role in achieving government goals. Employees are one of the government personnel who have a role as a determining factor in the success of organizational goals, because employees are in direct contact with the public to provide services. Therefore, employee performance must always be improved. Efforts to improve this performance are usually carried out by providing performance allowances, providing motivation, improving skills through training and a good leadership style. Meanwhile, employee performance can be improved if performance allowances are provided on time, and the government can know what is expected and when expectations can be recognized for their work results.

One of the steps taken by regional governments to improve employee welfare is by providing additional income in the form of regional performance allowances. The purpose of providing these regional performance allowances is to improve employee welfare, which is expected to contribute to the development of the country improve employee discipline and performance quality so that they can work harder in providing services to the public. Efforts to improve the performance of Civil Servants within the North Luwu Regency Government have implemented the provision of additional employee income. This additional employee income is based on position, rank and class where the amount is also determined based on the level of attendance and workload. The policy of the North Luwu Regency Government in providing additional employee income for Civil Servants is based on the legal basis of Government Regulation number 12 of 2019 concerning regional financial management, article 58 paragraph 1 which states that regional governments can provide additional income to ASN employees by taking into account regional financial capabilities and obtaining approval from the DPRD in accordance with the provisions of laws and regulations, therefore the North Luwu Regency Government stipulates Regional Regulation Number 10 of 2021 concerning Procedures for Providing Additional Income for Civil Servants within the North Luwu Regency Government.

To achieve organizational goals, quality human resources (employees) are needed. Employee discipline is closely related to organizational quality or performance, which must be consistently maintained and improved. One way to achieve this is by providing regional performance allowances to employees, as mandated in North Luwu Regent Decree Number 71 of 2021 concerning the Implementation of Regional Performance Allowances within the North Luwu Regency Government.

In accordance with the Decree of the Regent of North Luwu Number 71 of 2021 concerning the Implementation of Regional Performance Rewards, the Regional Performance Allowance is an allowance given to employees to improve the welfare of State Civil Apparatus employees and prospective State Civil Apparatus employees within the North Luwu Regency Government.

2. Research Methods

This research uses a qualitative descriptive type. According to Nazir (2011:54) "The descriptive method is a method in researching the status of a group of people, an object, a set of conditions, a system of thought, or a class of events in the present." Descriptive research aims to create a factual and accurate descriptive picture or painting of the facts, characteristics, and relationships between the phenomena being investigated.

Research is also conducted to collect data. The data obtained is organized systematically to achieve scientific value. Systematic means that research is conducted according to a specific pattern, from simple to complex, to achieve its objectives effectively and efficiently.

According to Nasir (2011:13) "Research is a systematic search for something (inquiry) with the emphasis that this search is carried out on problems that can be solved". Furthermore, regarding research design according to Nazir (2011:84) it is "All the processes required in planning and implementing research". Sugiyono (2009:2) states that, "Research Method is a scientific way used to obtain data for a specific purpose".

3. Results and Discussion

3.1. Overview of Research Location

This research was conducted at the North Luwu Regency Transportation Agency. As the agency responsible for the smooth flow of goods and people, the Transportation Agency has unique work characteristics, namely a combination of office administrative services and operational supervision in the field (roads, rivers, and ports). Currently, the implementation of the Regional Performance Allowance (TKD) refers to regional regulations that integrate physical presence with the achievement of monthly performance targets.

a. Respondent Characteristics

The respondents in this study were all 51 civil servants within the North Luwu Regency Transportation Agency. The North Luwu Regency Transportation Agency is an implementing element of the regional government in the transportation sector, led by a Head of Agency who is positioned under and responsible to the Regent through the Regional Secretary. The establishment of this agency is an implementation of the mandate of Law Number 23 of

2014 concerning Regional Government, which was then passed down through North Luwu Regency Regional Regulation Number 13 of 2016 concerning the Formation and Composition of Regional Apparatus.

Operationally, the Transportation Agency plays a strategic role in providing basic and non-basic services, particularly in providing transportation infrastructure that supports inter-regional connectivity in North Luwu Regency. Given North Luwu's geographic location, encompassing coastlines, lowlands, and mountains, the agency manages the complexities of land, river, and sea transportation to support logistics and community mobility.

b. Organizational Vision and Mission

In carrying out its functions, the Transportation Agency refers to the Strategic Plan (Renstra) which is in line with the Regional Medium-Term Development Plan (RPJMD) of North Luwu Regency.

- **Vision:**

"Realizing Reliable, Competitive, and Integrated Transportation Services Towards an Advanced and Independent North Luwu."

This vision emphasizes the aspects of safety and excellent service as the main foundation of regional development.

- **Mission:**

1. Improving the Quality of Transportation Infrastructure: Optimizing the maintenance of roads, bridges, and road safety facilities (signs and LPJU).
2. Improving Traffic Safety and Order: Carrying out supervision of vehicle roadworthiness (KIR test) and regulating traffic flow.
3. Optimizing Public Transportation Services: Developing rural transportation routes and sea/river transportation facilities in remote areas.
4. Strengthening Institutional and Human Resource Capacity: Improving the professionalism of civil servants through a transparent and accountable performance appraisal system, one of which is through the implementation of Regional Performance Allowances (TKD).

c. Personnel Data, Qualifications, and Positions

Successful achievement of performance targets is highly dependent on the composition of Human Resources (HR). Up to the time of this research, personnel data at the North Luwu Regency Transportation Agency was validated as follows:

Table Number of Employees, Educational Qualifications, Rank/Group, Number of Structural and Functional Officials

NUMBER EMPLOYEES	OF EDUCATIONAL QUALIFICATIONS	RANK/GOAL	NUMBER OF OFFICIALS	
			STRUCTURAL	FUNCTIONAL
civil : 51 servant	S3 : -	IV/d : -	Ess IV = 12	3
PPPK : 110	S2 : 1	IV/c : 1	Ess III = 4	
	S1 : 101	IV/b : 1	Ess II = 1	
	D4 : -	IV/a : 1		
	D3 : 8	III/d : 10		
	D2 : -	III/c : 9		
	D1 : -	III/b : 8		
	High School : 40	III/a : 6		
	Junior High School : 1	II/d : -		
	Elementary School : -	II/c : 1		

		II/b : 6		
		II/a : 7		
		I/d : -		
		I/c : -		
		I/b : -		
		PPPK : 110		

Source: North Luwu Transportation Agency Personnel Data, 2026

3.2. Description of Research Variables

Based on the questionnaire data collected, the following is the average value of each indicator measured:

Table: Summary of TKD Effectiveness Variable Scores

No	Effectiveness Indicators	Score Flat-flat	Category
1	Attendance Discipline (Digital Attendance)	4.90	Very high
2	Organizational Loyalty and Ethics	4.70	Very high
3	Understanding Policy (Regulations)	4.50	Very high
4	Teamwork	4.30	Tall
5	Quality of Public Services	4.10	Tall
6	Compliance of TKD Amount with Burden	3.80	Tall

7	Transparency of Supervisory Supervision	3.70	Tall
8	Achievement of Operational Plan Targets Work	3.40	Enough
9	Effectiveness of the e-Performance System	3.20	Enough

Source: Processed Data

a. Analysis of Findings and Discussion

Effectiveness of TKD in Improving Discipline (Score 4.90)

The discipline indicator recorded the highest score. This finding indicates that TKD has been successful as a tool to control employee behavior.

- **"Why" Analysis:** This high score is due to the instant reward and punishment system. Employees understand that any tardiness will directly deduct from their TKD percentage systematically through the attendance app.
- **Qualitative Findings:** Respondents stated that although the initial motivation was financial, this pattern over time formed a new habit of arriving on time to avoid financial loss.

Effectiveness on Work Achievement and System Constraints (Score 3.40 & 3.20)

In contrast to discipline, the work target achievement (ROK) indicator and the e-Performance system received the lowest scores. These low scores were driven by two main factors:

1. **Administrative Burden:** Employees feel they spend too much time "reporting" work on the e-Performance application rather than "doing" the work itself.
 2. **External Factors:** Geographical constraints, extreme weather in North Luwu, and limited field infrastructure often hinder employees from completing physical targets on time.
- **Qualitative Findings:** Respondents suggested the need for simplified reporting (user-friendly) so that field officers are not burdened with administrative matters when at the monitoring point.

Loyalty and Relationships Between Employees (Score 4.70 & 4.30)

The provision of TKD has been proven to strengthen employee loyalty to the agency.

- As a civil servant in the region, the Regional Social Security Allowance (TKD) is a vital component of income for family well-being. However, this loyalty is also supported by a sense of togetherness as local people who want to advance transportation in North Luwu.
- Employees feel financially valued by the local government, so they feel they have a moral obligation to remain loyal to the agency despite the heavy workload.

3.3. SWOT Strategic Analysis (Case Study of Transportation Agency)

To formulate a strategy to increase the effectiveness of TKD in the future, the following are the results of a SWOT analysis of the findings of this case study:

1. Strengths:

- A well-established and integrated digital-based attendance system.
- High employee commitment to physical presence.
- Strong regional regulatory support through Regent Regulations.

2. Weaknesses:

- Rigid and time-consuming performance reporting system (e-Performance).
- There is no fair differentiation between field work risks and administrative risks.
- Dependence of work motivation on financial aspects alone.

3. Opportunities:

- Development of a simpler standalone information system
- Improving employee competency through performance-based training driven by TKD achievements.

4. Threats:

- Uncertain weather conditions often hamper field work targets.
- Regional budget limitations can affect the nominal TKD at any time.

Synthesis of Results: Overall Effectiveness of TKD

Based on the analysis above, the effectiveness of TKD at the North Luwu Regency Transportation Agency is categorized as "Effective in the Behavioral Aspect (Input), but Quite Effective in the Productivity Aspect (Output)".

This system has successfully won the "war on laziness" through disciplined working hours, but it still faces challenges in ensuring that physical presence truly aligns with the quality of public service in the field. To achieve full effectiveness, synchronization between the ease of technological reporting and the dynamics of transportation employees' fieldwork is required.

4. Conclusion

Based on the research results and discussions outlined in the previous chapter, the following conclusions can be drawn:

1. **Transformation of Attendance Discipline Culture:**The implementation of TKD has significantly improved the physical discipline of employees at the North Luwu Regency Transportation Agency. This is evidenced by the average score of 4.95 (Very High) for compliance with arrival and departure times. The digital attendance system, tied to automatic allowance deductions, creates a "deterrent effect" and strong administrative compliance.
2. **The Gap between Presence and Productivity:**Despite a sharp increase in attendance discipline, the effectiveness of TKD in driving the quality of work output (substantial performance) remains in the "Sufficient" category (3.30). A phenomenon has emerged where employees prioritize fulfilling administrative attendance requirements (presence discipline) over achieving quality performance targets (essential discipline).
3. **Technical Barriers to Digital Reporting:**The effectiveness of the e-Performance system is hampered by administrative burdens and technical challenges in the field. Operational officers in the maritime and river transportation sector often experience difficulties inputting daily activities in real time due to geographic factors and application complexity, resulting in the validity of performance reports being largely a formality.

4. **The Role of Economics on Loyalty:**TKD serves as a crucial welfare instrument, with 4.80% of respondents recognizing this allowance as a primary support for their families' finances. This indirectly increases employee loyalty and pride in the institution, but the motivation generated remains materialistic and extrinsic.

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