

# The Study of Implementation Policy of Additional Income for State Civil Servants in Bengkulu Provincial Government of Indonesia

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## ABSTRACT

*The policy based on Bengkulu governor regulations number 52 of 2017 about the change of the Bengkulu governor regulations number 52 of 2017 about Provision of additional income for civil servants in Bengkulu Provincial Government shows that Bengkulu Provincial Government has attention and seriousness on issues of existence and well-being of civil servants in Bengkulu Province. In order to overcome the various problems that occur in government apparatus requiring comprehensive and ongoing handling, one of them is the provision of additional income with various forms and formulations. The problem of this research is how the implementation of Bengkulu governor regulations number 21 of 2018 about the change of Bengkulu governor regulations number 52 of 2017 about the provision of additional income for a civil servant in Bengkulu Provincial Government and what are the supporting and inhibiting factors of the implementation of the governor regulation. This research uses the descriptive qualitative method. The informant in the research includes several informants involved in the policymaking, implementer, or actor policy from various regional employee organizations. The technique of data collection uses direct observation, detailed interview, interactive approach, documentation study and focus group discussion (FGD). The data are analyzed by using several steps according to Miles, Huberman and Saldana's theory, in analyzing data, there are 3 steps that must be taken: data condensation, data display, drawing conclusion and verification. Data condensation refers to the process of selecting, focusing, simplifying, abstracting and transforming data. The data verification in this research uses triangulation techniques such as check, re-check and cross-check to the data obtained from the theory, methodology, and the researcher's perception. The result of the research shows that communication is done by involving several parties, in the beginning of communication done by Bengkulu governor with all regional employee organizations to synchronize the understanding dealing with the importance of providing additional employee income for civil servants. Resources; resources on the implementation of governor regulations about additional employee income are provided adequately, source of financial funds/funding that is provided large enough. Material resource/infrastructure is used to implement the provided policy adequately such as fingerprint, application software for additional employee income, and gadgets or mobile phones that is possible to use application or additional employee income programs. In the implementation of Bengkulu provincial government regulations for state civil servants in the Bengkulu government environment, characteristics, attitudes, and character of the executors showing honest, discipline, and responsible. On the other hand, there is a problem with the spirit of doing the job, especially in the performance report. There is a change that is going on as a whole on the life of the civil servant government apparatus in the whole Bengkulu Provincial Government, in quite a large number, about 7000 employees.*

**Keywords:** *Implementation of Policy, Provision of Additional Income, Civil Servant.*

## 1. INTRODUCTION

Since the enactment of Law Number 22 of 1999 concerning Regional Government, then a revision was made through Law Number 32 of 2004, and subsequently revised again with Law Number 23 of 2014, so many changes have occurred in the

administration of government in the regions. One of them is the desire and demands for the decentralization of authority so far have begun to be fulfilled. In this policy, the central government has given authority to local governments in implementing regional governance. The goal is to accelerate the realization of community welfare through improved services, empowerment of people who have high competitiveness, but still pay attention to the principles of democracy and a sense of justice (Jati, 2012:1) [1].

Starting from the implementation of regional autonomy as stated above, to achieve efficiency and effectiveness in the implementation of regional government, the support of government officials is needed to provide professional public services, based on the principles of good governance (Thamrin, 2019: 24) [2]. It is undeniable that the main factors and actors capable of realizing good governance are government officials (Agusta & Jaya, 2017: 43) [3].

Regional Government as mandated by Law of the Republic of Indonesia Number 23 of 2014 concerning Regional Government, has the right and obligation to regulate its own region and is currently faced with the problem of how to build good and clean government, transparent, accountable, effective, efficient, upholding the rule of law, responsive and providing opportunities for public participation.

The pros and cons of public services provided by government officials are closely related to the ability and quality of the government apparatus itself. The ability of Civil Servants (PNS) in addition to being formed through the development and enhancement of individual knowledge and expertise is also greatly influenced by the organizational system such as work orientation, organizational structure, leadership models and the level of welfare received as additional income or remuneration (Qadari et al. 158)[4].

Various efforts have been made by local governments to overcome various problems that occur in government officials, one of which is by providing additional income in various forms and formulations. As has been done by the Government of Temanggung Regency, Central Java, which provides additional income. However, additional income in Temanggung only has a positive effect on employee motivation, but not significant (Latu et al, 2016: 54)[5]. The Government of North Sumatra also provides additional income to Civil Servants (PNS) to improve public services, through increasing income for PNS. However, the results cannot increase the discipline of Civil Servants (PNS) within the Government of North Sumatra (Lubis, 2020: 179)[6]. The Ministry of Law and Human Rights also provides additional income to civil servants (PNS) who work within the Ministry of Law and Human Rights. However, the results are not as expected, the level of discipline, the expected performance to increase is not achieved (Maharani, et al, 2014: 20)[7].

It cannot be denied that government officials within the Bengkulu Provincial Government also have symptoms that are more or less the same as those occurring in other regions in Indonesia. So that it needs more attention from the regional head, in this case the governor. As the practice of corruption, collusion and nepotism (KKN) is still found, the level of efficiency, effectiveness and productivity of the government bureaucracy is not yet optimal, the level of transparency and accountability of government is still low. And the level of discipline and work ethic is still weak. This has a further impact on decreasing economic growth in Bengkulu Province (Nawatmi, 2013: 75)[8].

This phenomenon has an impact on the quality and satisfaction of public services, and the slow pace of infrastructure development and affects economic growth. This condition needs to be immediately addressed and strategic steps are taken so that each Regional Apparatus Organization (OPD) within the Bengkulu Provincial Government can improve performance and service quality.

Realizing this, the Bengkulu Provincial Government implemented a policy by providing additional income to all employees within the Bengkulu Provincial Government. The provision of additional income is expected to encourage improvement in discipline, service and others.

## **2. LITERATURE REVIEW**

### **2.1. Main Theory**

#### **2.1.1 Theory of Policy Implementation George C. Edward III**

The model developed by Edward III is called a direct an indirect on implementation model. This implementation model departs from a number of questions about what preconditions can make the implementation of a policy successful. Furthermore, Edward III answers in his book *Implementing Public Policy* which states "There are four critical factors affecting policy implementation and they may arise as obstacles. They are communication, resources, disposition and bureaucratic structure." (Mubarok, et al, 2020: 33) [9].

### **2.2. Supporting Theory**

#### **2.2.1 Social Exchange Theory**

In general, social exchange theory sees the relationship between behavior and the environment as reciprocal, because our environment generally consists of other people (Mighfar, 2015: 261) [10]. Individuals with other individuals have behaviors that influence each other, in certain relationships there are elements of reward, sacrifice and profit (Sapari, 2018: 56-61) [11].

Rewards are all things that are obtained through the existence of sacrifice, while the sacrifice itself is all things that are avoided, and profit is the reward reduced by the sacrifice. Thus, social behavior consists of exchanging at least two people based on a profit and loss calculation. In his writings "Social Behavior as Exchange", Homans emphasizes a number of theoretical propositions, one of which reads "all actions performed by a person, the more often a particular form of action gets rewarded, the more likely that person will perform that particular action". This proposition explicitly explains that one particular action will be repeated if there is a reward (Homans, 1958: 1) [12].

### **2.2.2 Structural Functional Theory**

Functional structural theory originally departed from Emile Durkheim's thought. Where Durkheim's thinking was influenced by Auguste Comte and Herbert Spencer. The implementation of Bengkulu Governor Regulation Number 52 of 2017 which was revised into Bengkulu Governor Regulation Number 21 of 2018 concerning Additional Employee Income (TPP) when analyzed using Durkheim's functionalism theory, is part of a balanced change in the structure and structure of the Bengkulu Province government bureaucracy.

Structural function prioritizes balance. In other words, this theory views that all events and structures are functional for a society if a group of people wants to advance their group, they will see what will be developed and still maintain and even preserve the traditions and culture that have developed and make it a means of modernization.

### **2.2.3 Social Reality Theory**

Social reality is human life that is formed in a continuous process, namely everyday social phenomena. Social reality is then called "social experience". In other words, social reality is implied in social interactions which are expressed socially through social actions such as communication through language, cooperation through social organizations. This "community experience" is actually the essence of society. Social reality like this is found in intersubjective experiences (intersubjectivity), referring to the general structure of consciousness to the consciousness of individuals in interacting groups. So if you want to know, study, explain and understand the essence of society, you can get it through studying "community experience" or social reality (Berger, 2013: xv) [13].

## **3. RESEARCH METHOD**

### **3.1 Research Approach**

This study uses a descriptive qualitative method that describes and analyzes the implementation of Bengkulu Governor Regulation Number 21 of 2018 concerning additional income for Civil Servants (PNS) in the Bengkulu Provincial Government.

### **3.2 Research Focus**

1. Focus related to policy implementation with indicators:
  - a) Implementation mechanism
  - b) Communication and coordination
  - c) Character / personality of the executor
  - d) Resources
    - 1) Human resources
    - 2) Budget resources
    - 3) Facility resources
2. Supporting and inhibiting factors for policy implementation:
  - a) Supporting factors
    - a. Internal supporting factors
    - b. External supporting factors
  - b) Inhibiting factors
    - 1) Internal inhibiting factor
    - 2) External inhibiting factor

### **3.3 Data Analysis Techniques**

Data analysis is an important or even the most important part of the research phase. Because it is wrong to analyze the data, it will also be wrong in the discussion and presentation of the research results. Good data analysis will also result in research reviews and presentations. Analyzing data is like the job of interpreting data, organizing, sorting it according to the principles of good and quality research. Data analysis in this study refers to the data analysis proposed by (Creswell, 2007: 150) [14], as follows:

1. Data collection. The data referred to here is data in the form of text, voice, and images. This is obtained by observation, in-depth interviews, and document searches. Researchers collected data by conducting in-depth interviews with informants who were involved in implementing additional employee income, observing directly its implementation within the Bengkulu Provincial Government, and collecting documents related to the policy and implementation of the policy.
2. Reading data and making notes on the data read (data memoing). Existing data is read and annotated so that it can make the data digest properly. All data that has been collected by the researcher are then re-read and grouped according to relevance to the research theme.
3. Data description that has been recorded, and classifies relevant data and performs interpretation (interpretation) of all data based on their respective categories and contexts. The data obtained are described in the form of an explanation arranged according to the existing categories. At this stage the researcher provides an explanation of the sections or chapters that have been determined based on existing data and the theory used.
4. Visualize and represent data by making conclusions in forms, such as tables, graphics, and others. To further compile the research result proposition.

## **4. DISCUSSION**

### **4.1 Communication on the Implementation of Additional Employee Income (TPP)**

Communication is an activity carried out by the communicator or message giver which is conveyed to the recipient of the message (communicant) through certain channels, with the specific aim of getting a response or feedback from the message recipient. The definition of communication refers to what was conveyed by Harold Lasswell. According to Laswell, communication is, "the process of delivering, receiving, and processing messages that occur within a person and or between two or more through certain media or channels with a specific purpose" (Abazari & Brojeni, 2017: 188) [15].

The communication process occurred during the implementation of Bengkulu Governor Regulation Number 52 of 2017 which was revised into Bengkulu Governor Regulation Number 21 of 2018 concerning Additional Employee Income (TPP) for Civil Servants (PNS) in the Bengkulu Provincial Government involving various parties. The Governor of Bengkulu, before passing the Governor Regulation, communicates with the leaders of the Regional Apparatus Organization (OPD). Communication that is carried out to synchronize understanding is related to the importance of additional income for employees because most of the salaries they receive have been deducted to pay loans to banks, for various purposes. So that the salary received is relatively very small, not sufficient to meet the needs of life and family.

The mass communication that occurred during the implementation of the Bengkulu Governor's policy involved groups of people within the Regional Apparatus Organization (OPD) who were involved in the implementation. The group involved consists of staff to leadership. Communication that occurs is not just once or two, but is routine and continuous, periodic. Communication involving communicants and communicators occurs from the start the program was designed and planned, the socialization of the implementation, during implementation and evaluation of its implementation, with various media and channels used, both application media and other media.

Communication on the implementation of Additional Employee Income (TPP) clarifies the division of work within the Regional Apparatus Organization (OPD) within the Bengkulu Provincial Government which so far, before this program was present, was only carried out by the same people, did not involve other employees, who have abilities and competencies that are not inferior to those of the work team. Likewise, the communication that occurs between superiors and subordinates occurs reciprocally in the form of approval given by superiors to subordinates who make daily performance reports. Without the superior's response and approval, the subordinates' performance reports will not be assessed as work. In the case of applying for a leave-in or out-of-office assignment also involves intense direct communication.

### **4.2 Resources on the Implementation of Additional Employee Income**

Resources are a set of forces that drive the implementation of public policies. Resources include many derivations, ranging from human resources, financial resources (financial) including material resources, in the form of physical buildings and infrastructure. All of these resources are needed in policy implementation. The three of them are a triangle of policy implementation needs that cannot be separated from one another. There cannot be only human resources, while financial resources (financial) do not exist. Both of these resources are available, but material resources / facilities and infrastructure are not available, it can make policy implementation not run as expected.

In the implementation of Bengkulu Governor Regulation Number 52 of 2017 which was revised into Bengkulu Governor Regulation Number 21 of 2018 concerning Additional Employee Income (TPP) for Civil Servants (PNS) in the Bengkulu Provincial Government, these three resources are available adequately. When the policies are made ready to be implemented, all existing resources have also been prepared based on the calculation of the capabilities of the public policy implementers. This is in

line with the hopes and goals and ideals of the Additional Employee Income (TPP) policy. Increasing the welfare of Civil Servants (PNS) in the Bengkulu Provincial Government, increasing public services,

#### **4.2.1 Human Resources**

In the implementation of Bengkulu Governor Regulation Number 52 of 2017 which was revised into Bengkulu Governor Regulation Number 21 of 2018 concerning Additional Employee Income (TPP) for Civil Servants (PNS) in the Bengkulu Provincial Government, the human resources are adequate, even abundant. There are approximately 11,000 Civil Servants (PNS) in the Bengkulu Provincial Government, 4,000 of whom are teachers and medical personnel. Meanwhile, 7,000 people are subject to the Employee Income Supplement (TPP) programs spread in various agencies.

Employees who are involved in the Additional Employee Income (TPP) program are a resource which, if seen from the average education level, are undergraduate (Bachelor degree), only a small proportion of them have senior high school education (SMA). So that the implementation of the Additional Employee Income (TPP) policy can also run as expected. Although there were obstacles related to the behavior, character and character of civil servants who were lazy in operating the TPP application.

#### **4.2.2 Financial Resources**

In the implementation of Bengkulu Governor Regulation Number 52 of 2017 which was revised into Bengkulu Governor Regulation Number 21 of 2018 concerning Additional Employee Income (TPP) for Civil Servants (PNS) in the Bengkulu Provincial Government, the source of funds provided was quite large. From the Regional Revenue and Expenditure Budget (APBD) of Bengkulu Province, approximately Rp. 2 trillion, each year as much as Rp. 170 billion is disbursed for Additional Employee Income (TPP) for Civil Servants (PNS) within the Bengkulu Provincial Government. This amount, every year, increases by an average of Rp 2 billion.

#### **4.2.3 Material Resources**

In the implementation of Bengkulu Governor Regulation Number 52 of 2017 which was revised into Bengkulu Governor Regulation Number 21 of 2018 concerning Additional Employee Income (TPP) for Civil Servants (PNS) in the Bengkulu Provincial Government, material resources in the form of buildings to implement policies are available adequately. No additional building is required to implement the policy.

The material resources required are fingerprint absences (finger print). Fingerprint absence used for independent and digital absences is provided by the Bengkulu Provincial Government budget and is available at each government office. In addition to the absence of fingerprints, the material resources needed are data storage servers, this is also adequately available.

Another material resource needed is a device that installs the Employee Income Supplement (TPP) application software (program). All Civil Servants (PNS) within the Bengkulu Provincial Government already have a gadget or cellphone that allows them to be used for TPP applications / programs. So that there are no problems in the implementation, material resources are available adequately.

### **4.3 Bureaucratic Structure in Implementation of Additional Employee Income**

Public policy is related to the duties and functions of government. In the government structure, the bureaucracy is the main implementer of every policy made by the government. As happened in the implementation of Bengkulu Governor Regulation Number 52 of 2017 which was revised into Bengkulu Governor Regulation Number 21 of 2018 concerning Additional Employee Income (TPP) for Civil Servants (PNS) in the Bengkulu Provincial Government, the bureaucracy is the main implementer of this policy. . The regional head, in this case the Governor of Bengkulu, only makes policies, while the implementers are Civil Servants (PNS) within the Bengkulu Provincial government.

In the implementation of public policies, bureaucracy and bureaucratic structures determine the success or failure of implementation. Simply put, if the bureaucracy tries to implement policies well, public policy will succeed, but if the bureaucracy does not try to implement it well, then public policy tends to fail. In addition, the success of public policies will also be related to the bureaucratic structure as the executor of the policies made.

At the executive level, it is submitted to the head of the Regional Apparatus Organization (OPD) who becomes the leader in each office, agency, agency and others. The leader in the office is responsible for attendance reports and employee performance reports. Meanwhile, the supervisory function is still carried out by the inspectorate, with reference to the reports made in the application for additional employee income (TPP).

The bureaucratic structure is made in such a way, so that it is able to implement policies effectively and efficiently. The bureaucratic structure also determines the success of policy implementation. A bureaucratic structure that is not clear who does what and who is accountable to whom will tend to fail.



#### 4.4 Disposition to Additional Employee Income

The disposition with regard to the character, nature, character and culture of the bureaucracy as an implementer or implementer of public policy. The character and nature and character of the bureaucracy, such as discipline, honesty, enthusiasm and democracy of policy implementers, are one of the factors that make the implementation of public policies successful. On the other hand, laziness, cunning, selfishness, dislike of collaborating with others and others will cause failure in the implementation of public policies.

In the implementation of Bengkulu Governor Regulation Number 52 of 2017 which was revised into Bengkulu Governor Regulation Number 21 of 2018 concerning Additional Employee Income (TPP) for Civil Servants (PNS) in the Bengkulu Provincial Government, the character, character and character of the executor shows an honest, disciplined character and take responsibility. However, there is a problem with enthusiasm in carrying out duties and responsibilities, especially in the performance report section. For example, it was found that there were performance reports made by employees on holidays. The same thing happened to the chief employee who made the approval of the report.

#### 4.5 Additional Employee Income in Social Exchange Theory

Social exchange sees the relationship between individual or actor behavior and the environment that influences each other. Individuals affect the environment, in the sense that the people around them are outside the individual. Conversely, people who are outside the individual, which is often referred to as the environment affect the individual. The implementation of Bengkulu Governor Regulation Number 52 of 2017 which was revised into Bengkulu Governor Regulation Number 21 of 2018 concerning Additional Employee Income (TPP) for Civil Servants (PNS) in the Bengkulu Provincial Government if analyzed with social exchange theory, then the civil servants who being in Bengkulu Province are in conditions that influence each other. Employees are influenced by policies made by the Governor of Bengkulu. The policies made by the Governor of Bengkulu are also influenced by civil servants whose income conditions are minimal, because the salaries they have received so far are no longer sufficient to meet their daily needs, because the salaries that should be received in full every month, many are deducted. to pay installments to the bank. This condition makes employee morale and performance less than optimal. Employees come to the office just to abort obligations, while the level of discipline is very low and, the performance is not as expected. As conveyed by the informant, employees are more often outside the office looking for additional income than working in the office doing tasks and responsibilities that are the main tasks and functions. it is no longer sufficient to meet the needs of daily living, because the salary that should be received in full every month, many are deducted to pay installments to the bank. This condition makes employee morale and performance less than optimal. Employees come to the office just to abort obligations, while the level of discipline is very low and, the performance is not as expected. As conveyed by the informant, employees are more often outside the office looking for additional income than working in the office doing tasks and responsibilities that are the main tasks and functions. it is no longer sufficient to meet the needs of daily living, because the salary that should be received in full every month, many are deducted to pay installments to the bank. This condition makes employee morale and performance less than optimal. Employees come to the office just to abort obligations, while the level of discipline is very low and, the performance is not as expected. As conveyed by the informant, employees are more often outside the office looking for additional income than working in the office doing tasks and responsibilities that are the main tasks and functions. This condition makes employee morale and performance less than optimal. Employees come to the office just to abort obligations, while the level of discipline is very low and, the performance is not as expected. As conveyed by the informant, employees are more often outside the office looking for additional income than working in the office doing tasks and responsibilities that are the main tasks and functions. This condition makes employee morale and performance less than optimal. Employees come to the office just to abort obligations, while the level of discipline is very low and, the performance is not as expected. As conveyed by the informant, employees are more often outside the office looking for additional income than working in the office doing tasks and responsibilities that are the main tasks and functions.

## 5. CONCLUSIONS AND SUGGESTIONS

### 5.1 Conclusion

- 1) Implementation of Bengkulu Governor Regulation Number 21 of 2018 concerning amendments to Bengkulu Governor Regulation Number 52 of 2017 concerning Providing Additional Income for Civil Servants in the Government of Bengkulu Province
  - a) Communication; Communication was carried out by involving various parties, at the beginning the communication was carried out by the Governor of Bengkulu with all regional Apparatus Organizations (OPD) to synchronize understanding related to the importance of providing additional employee income (TPP) for civil servants (PNS). Communication is

also carried out with the legislature, who then approves the formation of budget policies which must indeed be approved by the Regional Representative Council (DPR). Subsequently, communication was carried out with the Minister of Home Affairs of the Republic of Indonesia to obtain the ratification of the Governor's Regulation, and finally the Governor communicated with his subordinates within the Bengkulu Provincial Government to form an implementing team for Additional Employee Income (TPP) consisting of various agencies.

- b) Resource; Resources on the implementation of the Governor Regulation on Additional Employee Income (TPP) are adequately available, including:
    - (1) Human resources, in the implementation of this Governor Regulation, human resources are adequate and even abundant. There are around 1,100 Civil Servants (PNS) involved in the Additional Employee Income (TPP) program which is a resource which, if seen from the average education level, is an undergraduate degree.
    - (2) The source of financial / funding funds provided is quite large. From the Regional Budget (APBD) Bengkulu Province Rp. 2 trillion annually disbursed as much as 170 billion for Employee Income Allowances (TPP).
    - (3) Material Resources / Infrastructure Facilities, to implement policies are adequately available, including fingerprint absences (finger print), devices that install Employee Income Allowance (TPP) applications as well as gadgets or cellphones that allow them to be used for applications / programs Additional Employee Income (TPP)
  - c) Bureaucratic structure; In the implementation of the Bengkulu Governor Regulation regarding Additional Employee Income (TPP), the regional head, namely the Governor of Bengkulu, is only a policy maker, while the main implementer is the bureaucracy, which consists of a number of regional apparatus organizations (OPD), namely the Regional Secretariat (Setda), the Inspectorate, Regional Civil Service Agency, Regional Asset Revenue and Finance Agency. At the executive level it is handed over to the head of the regional apparatus organization (OPD). Supervision is also carried out by the team as the main implementer of the Bengkulu Governor's policy regarding Additional Employee Income (TPP). The human resources agency performs the function of guidance and evaluates the implementation of policies. The financial part of the payment function to employees.
  - d) Disposition; In the implementation of the Bengkulu Governor Regulation, the Civil Servants (PNS) within the Bengkulu Provincial Government have the character, character and character of the executors showing honesty, discipline and responsibility. However, there is a problem with enthusiasm in carrying out duties and responsibilities, especially in the performance report section. For example, it was found that there were performance reports made by employees on holidays. The same thing happened to the chief employee who made the approval of the report.
- 2) Factors supporting and inhibiting the Provision of Additional Income (TPP) for Civil Servants (PNS) within the Bengkulu Provincial Government.
- a) Supporting factors
    - (1) Budget readiness. The budget for Additional Employee Income (TPP) within the Bengkulu Provincial Government has been allocated from the Bengkulu Province Regional and Dutch Budget (APBD) since 2018. The number of Additional Employee Income (TPP) members in 2019 reached Rp. 170 billion. This amount will increase in 2020 to IDR 177 billion.
    - (2) System readiness. The system created, both in terms of application and network, is sufficient for implementing Additional Employee Income (TPP). The existing system and network availability are sufficient.
    - (3) Implementation of the Employee Income Supplement (TPP) program has the full support of Civil Servants (PNS) within the Bengkulu Provincial Government. This is possible because civil servants get a lot of benefits, especially income from the Employee Income Supplement (TPP) program. There is not a single civil servant who rejects the implementation of Additional Employee Income (TPP).
    - (4) Commitment of local officials. Regional officials, in this case the regional head and members of the Bengkulu Province Regional People's Representative Council (DPRD), are committed to the implementation of the Additional Employee Income (TPP) program, all regional leaders are very serious and committed to implementing Additional Employee Income (TPP).
  - b) Inhibiting Factors
    - (1) Network. If the network is more to technicians. Because the server is used not only for additional employee income (TPP) but also for other applications. Often at the end of the month at the beginning of the month it is often a disturbance. And at the time of verification, data retrieval is also often problematic. About 7000 ASNs are using the application
    - (2) The Additional Employee Income Program (TPP) which is run by the Bengkulu Provincial Government still has obstacles and gaps in its implementation. There are several processes in the program that do not run automatically, but are still done manually. So it needs carefulness from superiors or leaders who issue permits and leave that are submitted by subordinates or staff.
    - (3) There are personnel who hinder the implementation of Governor Regulation number 21 of 2018, there are employees who deliberately fill out performance reports that are not in accordance with their main duties and functions.

- (4) Another obstacle to the Additional Employee Income (TPP) program within the Bengkulu Provincial Government is the use of jockeys' assistance to fill in performance reports which also occurs in other agencies.

## 5.2 Implications of Research Results

### 1) Theoretical Implications

- a. Based on the results of the research on the implementation of the provision of additional income for civil servants (PNS) in the Bengkulu Provincial Government, it was carried out referring to the contents of Bengkulu Governor Regulation Number 21 of 2018 concerning amendments to the Regulation of the Governor of Bengkulu Number 52 of 2017 concerning Providing Additional Income for Civil Servants in the Provincial Government Bengkulu.
- b. What are the goals and objectives of the policy must be informed to the implementers of the policy and its targets, in this case the Civil Servants (PNS) within the Bengkulu Provincial Government so as to reduce the distortion of implementation, so that this reinforces that the variable distribution (transmission) is clarity of information, consistency determines the success of implementation Policy.
- c. Policy implementation must be supported by resources, both human resources, budget and facilities. Implementation will not be able to run effectively and efficiently without good resources.
- d. A good implementer / implementer must have a good disposition so that he can carry out policies properly in accordance with policy objectives.

### 2) Practical Implications

This research has practical implications related to the implementation of policies to improve the performance of civil servants (PNS). So, stakeholders in this case the Governor can make it a reference in activities to improve the performance of Civil Servants, both those in the Bengkulu Provincial Government, as well as other regions in Indonesia.

## 5.3 Suggestion

1. The provision of additional employee income (TPP) that is enforced is expected to apply the principle of proportionality to the workload and work risk for Civil Servants (PNS) which differ from one another, from one field to another, one regional apparatus organization (OPD) from one another. other.
2. Supporting facilities are needed in the form of a special server that is only used for the implementation of the provision of Additional Employee Income (TPP) so as not to interfere with others. So that it can minimize technical obstacles.

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