

The Impact Of Performance Allowance Effectiveness On Employee Productivity At The Class Iii Port Authority Office Of Tanjung Wangi

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Abstract

Employee productivity is a primary indicator of organizational effectiveness and is strongly influenced by compensation mechanisms such as performance allowances. At the Class III Port Authority Office (KSOP) in Tanjung Wangi, the implementation of performance-based allowances has encountered several challenges, including inconsistencies between actual performance and the allowances received, lack of transparency in evaluation, and unequal workload distribution. This study aims to analyze the effect of performance allowance effectiveness on employee productivity by examining six key dimensions: work quality, individual productivity, efficiency, job satisfaction, work ability, and performance development. A quantitative approach was used with a saturated sampling technique involving 72 employees. Data were collected through questionnaires and analyzed using multiple linear regression along with classical assumption testing. The findings reveal that all independent variables have a positive and significant effect on employee productivity. These results indicate that performance allowances can enhance productivity when supported by a fair, transparent, and performance-based human resource management system. The study recommends improving technology-based training, consistent performance monitoring, and applying an objective reward and punishment policy to strengthen productivity improvement efforts in public organizations.

Keywords employee productivity, performance allowance, efficiency, job satisfaction, work ability, performance development.

Introduction

Employee productivity is an important indicator in assessing organizational performance, both in the public and private sectors. According to Gomes (2003), work productivity is the result of employee effectiveness and efficiency in carrying out their duties. Productivity reflects the extent to which an employee is able to produce maximum output by using available resources efficiently and effectively. High employee productivity not only has an impact on achieving organizational goals, but is also a reflection of the quality of human resource management and a supportive work environment (Robbins & Judge, 2015). In practice, employee productivity is often influenced by various factors, such as work motivation, reward systems, work environment, individual competence, leadership, and organizational policies (Hasibuan, 2014). One of the policies that has been widely implemented in the government sector in recent years is the provision of performance allowances as a form of non-wage incentive which is expected to encourage improvements in individual and organizational performance as a whole. This is in line with Expectancy Theory (Vroom, 1964) which states that employees will be encouraged to work hard if they believe that hard work will produce good performance and good performance will be appropriately rewarded.

Performance allowance (tukin) is a form of non-wage compensation given based on work performance and work discipline. In Mangkunegara's (2015) study, performance benefits are included in the form of variable compensation which can influence employee morale and work productivity. This allowance has several evaluative dimensions, such as work quality, work productivity, efficiency, job satisfaction, work ability, performance development, and performance productivity. Although not explicitly regulated in government regulations as standard standards, these dimensions are widely used in academic and human resource management literature.

In the context of government agencies, Presidential Regulation Number 103 of 2022 and Minister of Transportation Regulation Number 46 of 2023 stipulate that performance allowances are given based on the results of job evaluations, performance achievements and employee discipline. In these regulations, it is also explained in the following table:

Table 1. Amount of Performance Allow once per Position Class

Position Class	Position Class Performance Allowance
17	Rp 33.240.000
16	Rp27.577.500
15	Rp19.280.000
14	Rp17.064.000
13	Rp10.936.000
12	Rp9.896.000
11	Rp8.757.000
10	Rp57.920.000
9	Rp5.079.000
8	Rp4.595.000
7	RP3.915.500
6	Rp3.510.400
5	Rp3.134.250
4	Rp2.985.500
3	Rp2.898.000
2	Rp2.708.500
1	Rp2.531.250

Source: Ministerial Regulation no. 46 of 2023

Explanation from Table 1. Above, position grade is the level or classification of structural and functional positions in the bureaucracy that are prepared based on the level of responsibility, complexity of work, decision-making authority and work results. Each position is given a job evaluation score, and from the results of this evaluation, the position is then categorized into grades 1 to 17.

The aim of the Job Grade System in Tukin is to develop a fair and standardized salary or tukin structure between positions, provide compensation that is proportional to work load and responsibilities, and increase employee motivation to promote and improve performance.

Dynamics of Position Grade and Tukin for new employees usually starting from the lower grade (1–3). An increase in rank, promotion, or transfer to a certain structural/functional position will increase the grade and automatically increase the tukin. Tukin received can be reduced if employees violate discipline. Tukin can also be increased if employees show extraordinary work performance or high discipline (discussed further in adding Performance Allowance).

Employee Performance Predicate Is an assessment of the employee's overall performance. The amount of additional performance allowance is determined based on the criteria that the higher the predicate, the greater the additional allowance. Assess timeliness in submitting monthly reports. Additional allowances are given based on how quickly or slowly the report is submitted, in other words, allowances are greatly influenced by discipline in reporting. Next, assess the completeness of financial administration completion. Additional performance allowances can be seen from the financial administration completion presentation. So efficiency and compliance in financial management are important factors.

Methods

The research method used in this research is descriptive quantitative. Creswell, J. W. (2014) explains that quantitative descriptive research is a type of research that focuses on describing and analyzing numerical data to provide a clear picture of a phenomenon or population characteristics. The main objective of this research is to identify and document attributes, patterns and relationships between existing variables without changing or manipulating these variables.

Operationalization of variables is needed to determine the type, indicators and scale of the variables involved in the research, so that hypothesis testing with statistical tools can be carried out correctly according to the title of the research. The selection of this indicator strengthens the validity of the instrument in measuring work quality that is relevant to the context and characteristics of the institution. The indicators from Gomes (2020) are very suitable to use because they reflect the values of professionalism, technical accuracy and bureaucratic discipline which are the foundation of the work of employees within the Tanjung Wangi Class III Harbormaster's Office and Port Authority.

The use of productivity indicators from Dessler (2017) provides a comprehensive evaluation framework, covering individual, team and resource efficiency aspects. This is in line with performance principles in public agencies which demand accountability, collaboration and optimal work results. Therefore, this indicator is very appropriate to use to measure employee productivity at the Tanjung Wangi Class III Harbormaster and Port Authority Office.

The use of efficiency indicators from Mulyadi (2007) is very relevant for measuring the level of work efficiency in technical government agencies such as the Harbor Master's Office and the Class III Port Authority of Tanjung Wangi. This is because these indicators reflect work management practices that are economical, fast and on target, in accordance with modern bureaucratic principles.

The job satisfaction indicators proposed by Greenberg & Baron (2003) provide a comprehensive psychological and sociological approach in measuring employee job satisfaction. This is very relevant for the Tanjung Wangi Class III Port Authority and Port Authority Office, which is a government agency with a work environment that demands high discipline but still requires the psychological well-being of its employees. The use of the work ability indicator from Sedarmayanti (2011) is considered appropriate because this indicator reflects the elements of competence needed in a dynamic and technical work environment such as at the Port Harbormaster's Office and Class III Tanjung Wangi Port Authority. Each indicator plays an important role in supporting port service, supervision and administration tasks. Guskey's (2000) performance development indicators provide a strong basis for evaluating the extent to which self-development activities (such as training, workshops, further education) contribute to increasing employee competency and performance. In the context of the Harbor Master's Office and Port Authority, this indicator is very relevant because employees in this agency must continue to adapt to the dynamics of regulations, shipping technology and the demands of public services.

Results and Discussion

The Harbormaster and Port Authority Office (KSOP) is a technical implementing unit under the Directorate General of Sea Transportation, Ministry of Transportation of the Republic of Indonesia, which is responsible for carrying out government functions in the fields of shipping safety, security and port services in the work area. The working areas as the Harbormaster and Port Authority Office (KSOP) are as follows:

Table 3. KSOP Work Areas

No.	Area	Location
1.	Ketapang Working Area	Gatot Subroto Number 01 - Ketapang Village - Kalipuro District - Banyuwangi Regency
2.	Working Boom THR	Jalan Ikan Cucut - Kel. Mandar - Kec.Banyuwangi - Kab. Banyuwangi - Prop. Jawa timur
3.	Working Blimbingsari Beach	Blimbingsari village - District. Rogojampi - Kab. Banyuwangi - Prop. East Java
4.	Working Pantai Pancer Beach	Pancer Beach Village - District. Pesanggaran - Regency Banyuwangi - East Java
5.	Working Pantai Muncar Beach	Fish Auction Road / TPI Muncar - Muncar - Banyuwangi - East Java
6.	Working Pantai Puger Beach	Puger village road - Puger - Jember - East Java
7.	Working Grand Watudodol / GWD Beach	Bangsring village - Wongsorejo - Banyuwangi - East Java

Source: <https://dephub.go.id>

From several work areas under the auspices of the Tanjung Wangi Class III Harbormaster and Port Authority Office (KSOP), this research specifically focuses on the Ketapang work area, which is an integral part of port operations under the coordination of the Class III Tanjung Wangi KSOP in Banyuwangi Regency.

The respondents for this research were 72 employees of the Harbor Master's Office and Class III Tanjung Wangi Port Authority. The results of the general description of the respondents are divided into 2 parts, namely the characteristics of the respondents and statistical descriptions of the respondents' answers, which are as follows:

Table 4. Respondent Characteristics

No.	Respondent Characteristics	Frequency	Persentation
1.	Gender		
	Male	52	72,2%
	Female	20	27,8%
2.	Age		
	20-35	6	8,3%
	35-45	20	27,8%
	45-60	46	63,9%
4.	School		
	High School	23	31,9%

No.	Respondent Characteristics	Frequency	Persentation
	Diploma	6	8,3%
	Bachelor	38	52,8%
	Master	5	6,9%
5. Position			
	High Structural / Managerial	5	29,17%
	Regional Coordination and Planning	3	11,11%
	Intermediate & Junior Functional (Expert and Special Technical)	13	8,33%
	Technical and Operational Supervision	16	22,22%
	Administration & Support	6	8,33%
	Field Operations	8	11,11%
	General, Staff and Executors	21	29,17%

Source: Data from Employee of Harbormaster's Office and Class III Tanjung Wangi Port Authority.

Conclusion

Based on the results of the analysis and discussion of the influence of the variables of work quality, productivity, efficiency, job satisfaction, work ability, and performance development on employee performance productivity at the Tanjung Wangi Class III Harbor Master and Port Authority (KSOP) Office, it can be concluded as follows:

1. Work quality has a positive and significant effect on performance productivity. This shows that employees who are able to complete work according to standards, in an orderly manner, and according to work instructions, tend to be more productive.
2. Productivity has a positive and significant effect on employee performance. Productive workers, who complete work efficiently and are results-oriented, tend to perform better.
3. Work efficiency has a positive influence on performance productivity, where employees who are able to utilize time and resources optimally tend to complete work effectively and quickly.
4. Job satisfaction has a significant effect on productivity, showing that a supportive work environment, fair policies, and opportunities for self-development increase employee morale.
5. Employee work ability has a significant effect on productivity, including technical skills, mastery of technology and work creativity. However, mastering technology is still a challenge for some employees.
6. Performance development has a positive effect on performance productivity, through training, independent learning, and adaptive ability to changes and work challenges.
7. Simultaneously, all independent variables (work quality, productivity, efficiency, job satisfaction, work ability, and performance development) have a significant effect on employee performance productivity. This shows that increasing work productivity requires a comprehensive approach that considers all these aspects.

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