

EMPLOYEE PERFORMANCE IMPROVEMENT THROUGH ADDITIONAL EMPLOYEE INCOME (TPP) AT THE SENTAJO RAYA DISTRICT, KUANTAN SINGINGI REGENCY, RIAU PROVINCE

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ABSTRACT

The Kuantan Singingi Regency Government has issued a Regent Regulation regarding Additional Employee Income (TPP). They hope that the legal product can improve the performance and discipline of the state civil apparatus. This study aims to describe the effectiveness of TPP in supporting employee performance improvement at the Sentajo Raya District office, Kuantan Singingi Regency, Riau Province. We used Mitchell's theory in carrying out the study. According to Mitchell, there are five indicators in measuring employee performance improvement, including quality of work, promptness, initiative, capability, and communication. The research method uses a qualitative approach. The results showed that the TPP positively improved the performance and discipline of employees at the Sentajo Raya District office because the TPP encouraged a clear division of labor. In addition, organizational leaders implement a system of rewards and punishments. Employees who perform well get additional income through the TPP, while employees who perform poorly get a TPP deduction or even get no additional income at all.

Keywords: *Performance, Civil Servants, Additional Employee Income*

ABSTRAK

Pemerintah Kabupaten Kuantan Singingi telah menerbitkan Peraturan Bupati mengenai Tambahan Penghasilan Pegawai (TPP). Produk hukum tersebut diharapkan dapat meningkatkan kinerja dan disiplin aparatur sipil negara. Penelitian ini bertujuan untuk menggambarkan efektivitas TPP dalam mendukung peningkatan kinerja pegawai di kantor Kecamatan Sentajo Raya, Kabupaten Kuantan Singingi, Provinsi Riau. Para peneliti dalam melaksanakan penelitian menggunakan teori Mitchell di mana indikator kinerja diukur dari lima aspek yang terkait dengan kualitas kerja, ketepatan waktu, inisiatif, kemampuan, dan komunikasi. Metode penelitian menggunakan pendekatan kualitatif. Hasil penelitian menunjukkan bahwa TPP secara positif meningkatkan kinerja dan disiplin pegawai di kantor Kecamatan Sentajo Raya karena TPP mendorong pembagian kerja yang jelas. Selain itu, pimpinan organisasi menerapkan sistem imbalan dan hukuman. Pegawai yang berkinerja baik memperoleh tambahan penghasilan melalui TPP, sedangkan pegawai yang berkinerja buruk memperoleh pemotongan TPP atau bahkan sama sekali tidak memperoleh tambahan penghasilan.

Kata Kunci: Kinerja, Pegawai Negeri Sipil, Tambahan Penghasilan Pegawai (TPP)

PRELIMINARY

Performance is a description of the level of achievement of the implementation of activity and responsibility in an agency. Employee performance is one of the factors that affect the progress of an agency. The higher the employee's performance, the easier the organizational goals to achieve. On the other hand, if the employee's performance is low, the planned goals will be harder to achieve. Every employee needs incentives in carrying out their duties. That is a form of appreciation for the performance that has been done in a job (Kadarisman, 2012). The existence of incentives is urgent. Incentives can increase job satisfaction, improve performance, and support employee welfare.

Some studies support the above explanation. Rahmanda (2013) conducted a quantitative research with the results that material incentives and non-material incentives had a significant effect on work motivation and employee performance, either directly or indirectly. The studies of Madjid (2016), Akbar & Slamet (2017), and Aziz (2020) gave similar results. According to both studies, additional employee income has a positive and significant effect on employee performance. On the other hand, Lestari (2018) provides different study results. According to this study, TPP has not been effective in improving employee performance. Assessment of work performance is not following the main tasks and job functions. In the assessment of human resources, the TPP has not been based on workload and work risk. Likewise, the disciplinary assessment is only procedural where the employee fills out the attendance list but does not live full time in the office. These contradictory findings indicate that the effectiveness of TPP cannot be generalized. That makes the study of the relationship between TPP and employee performance improvement at the Sentajo Raya District Office still relevant to be studied.

Low employee performance and discipline are the phenomena that marked organizational activities at the Sentajo Raya District office before the TPP policy. In 2019, disciplinary violations often occurred. Many employees did not attend morning and afternoon meetings, leaving the workplace during working hours, leaving work early, and skipping work. The high violation of employee discipline makes organizational performance not optimal. Service activities are disrupted and work did not achieve the specified target. Therefore, we want to see if there is an increase in employee performance after the TPP policy implementation.

In 2020 the Kuantan Singingi Regency Government has issued Regent Regulation No. 4 of 2020 concerning Provision of Additional Income for Civil Servants in the Kuantan Singingi Regency Government. This policy was initiated by the Regent himself which aims to improve the welfare of civil servants in Kuantan Singingi Regency. In addition, they expect TPP can improve

discipline, work motivation, employee performance, and service quality. Based on the Decree of the Minister of Home Affairs Number 061-5449 of 2019 concerning Procedures for Approval of the Minister of Home Affairs on Additional Income for State Civil Apparatus Employees within the Regional Government, as well as Circular Letter of the Minister of Home Affairs Number 061/13218/SJ dated November 27th, 2019 concerning Acceleration of Reform Implementation Regional Government Bureaucracy through Additional Income of State Civil Apparatus Employees and Circular of the Minister of Home Affairs Number 061/14089/SJ dated December 17th, 2019 concerning Additional Income to State Civil Apparatus Employees in the Regional Government Environment states that the provision of TPP to civil servants is according to the workload, place of duty, working conditions, scarcity of professions or work performance, as well as adapted to regional financial capabilities. The TPP has now been felt by employees at the Sentajo Raya District office. Through this study, we would like to see further the effectiveness of this TPP on improving the performance of employees at the Sentajo Raya District office. This study is expected to become a document for evaluating the policy of providing TPP in Kuantan Singingi Regency.

Employee Performance Indicators

Performance has a close relationship with productivity issues. Good performance encourages high levels of productivity in an organization. According to exchange theory, the performance is directly proportional to the incentives they receive. The higher the benefits provided, the higher the employee's performance. Increased employee performance will also influence and improve organizational performance. That can achieve organizational goals (Sudarmanto, 2009; Sedarmayanti, 2016).

According to Mangkunegara & Prabu (2005: 9), performance is the result in quality and quantity achieved by a person in carrying out his duties following the responsibilities given to him. The performance of an employee will be good if the employee has high expertise. Work skills are appreciate with appropriate rewards or wages to provide hope for a better future (Makmur, 2008; Hasibuan, 2012; Bangun, 2018). Meanwhile, Rivai (2004) argues that performance is a function of motivation. Mitchel (1982) said that performance is the result of work that can be achieved by a person or group of people in an organization by their respective authorities to achieve organizational goals legally, not violating the law, and under morals and ethics. Improving employee performance requires several measures. There are five aspects to measuring performance. They are quality of work, promptness, initiative, capability, and communication.

RESEARCH METHODS

This study uses a qualitative approach. We make descriptions and relationships between the investigated phenomena (Moleong, 2011). The research was conducted at the Sentajo Raya Sub-district Office, Kuantan Singingi Regency, Riau Province. Determination of informants by purposive sampling. This technique determines the sample of informants based on consideration of their knowledge and understanding. We obtained data from interviews about working conditions and employee discipline. Informants consist of top management level officials, middle management level officials, and lower-level employees. The informants are the Regional Secretary, Camat, Head of Section, Head of Subdivision, and sub-district staff. Other data are in the form of Employee Performance Targets (SKP), important institutional documents, and relevant regulations. Next, we compare the two data with the results of field observations. The next step is to analyze the data interactively (Sugiyono, 2017). The analysis process focuses on the main points in the research theme. Then we present the findings in the form of texts and narratives that lead to the conclusions of the study.

RESULTS AND DISCUSSION

To realize the vision, mission, policies, programs, and activities of Kuantan Singingi Regency, requires adequate personnel to support the smooth implementation of tasks and work. Each job has specific criteria. In identifying the job, an agency conducts periodic job assessments towards the past and the future orientation. Performance appraisal aims to determine the performance of employees so that they are eligible to receive the amount of Additional Employee Income (TPP).

Additional Employee Income (TPP) is an effort to improve employee performance and discipline. Achievement of Employee Performance Targets (SKP) and attendance are the basis for each employee in obtaining TPP. The District Performance Evaluation Report (EKK) at the end of 2020 showed that Sentajo Raya Subdistrict experienced an increase in employees' performance and discipline. That means that TPP has a positive impact on the performance and discipline of the employees at the Sentajo Raya District office.

1. Quality of Work

Quality of work is related to satisfactory work results and supports the achievement of organizational goals. According to the sub-district head of Sentajo Raya, the quality of employee work after the TPP policy has increased. That is as stated in the following interview excerpt:

“Regarding the quality of employee work, it has had a positive impact in increasing employee performance from the previous year. That may be the impact after the provision of Additional Employee Income (TPP). All matters relating to duties, principals, functions, and responsibilities have been carried out and carried out effectively and efficiently and following their respective abilities.” (Interview, Mr. Akhyan Armofis, January 25th, 2021)

The interview above explains that the quality of work of employees at the Sentajo Raya District office has increased after the provision of Additional Employee Income (TPP). The performance of employees at the Sentajo Raya District office has increased in 2020 seen from the Employee Performance Target (SKP). SKP contains employee performance achievements that are reported once a year to measure the performance appraisal of each employee. The same statement was delivered by the following Head of Government Section:

"Based on employee evaluations in 2020, the Sentajo Raya district office employee was ranked fifth for the best performance report. When viewed from the previous year, 2019, this achievement has increased... employees have been able to optimize their performance in 2020." (Interview, Mr. Don Herbet, January 28th, 2021)

Based on Regent Regulation Number 4 of 2020, Additional Employee Income (TPP) is given based on the employee's workload. The employee performance in question includes employee activities, function assignments, job descriptions, and additional tasks. The evidence is independent supporting documents or Employee Performance Targets (SKP). To find out more about the achievements of improving employee performance at the Sentajo Raya District office in 2020, it can be seen from the following table:

Table 1. Recapitulation of Targets and Realization of SKP for 2020

No.	Position	Number of Job Duties	Targets	Realization
1	Camat	8	19 Documents	17 Documents
2	District Secretary	4	7 Documents	7 Documents
			1 Report	1 Report
			800 Activities	750 Activities
3	Head of PMD Section	5	116 Documents	111 Documents
			9 Activities	7 Activities
4	Head of Government Section	4	183 Documents	183 Documents
			1 Script	1 Script
			14 Reports	14 Reports
5	Head of the Security and Order Section	6	83 Documents	79 Documents
			13 Reports	13 Reports
6	Head of Program Subdivision	4	1 Documents	1 Documents
			2 Reports	2 Reports
			1 Script	1 Script
7	Head of General Subdivision	5	13 Documents	13 Documents
			2 Reports	2 Reports
			500 Script	470 Script

8	Head of Finance Subdivision	5	1 Script	1 Script
			3 Reports	3 Reports
			3 Documents	3 Documents
9	Staff of Government Section	4	183 Documents	183 Documents
			1 Script	1 Script
			14 Reports	14 Reports
10	Staff of the Security and Order Section	6	83 Documents	79 Documents
			13 Reports	13 Reports
11	Staff of Finance Subdivision	5	1 Script	1 Script
			3 Reports	3 Reports
			3 Documents	3 Documents
12	Financial Subdivision Functional Staff	4	20 eks. SPP	20 eks. SPP
			4 Reports	4 Reports
			1 Documents	1 Documents
13	Staff of General Subdivision	9	24 Documents	24 Documents
			40 eks.	10 eks.
			100 Letters	100 Letters
14	General Subdivision Functional Staff	5	1 Report	1 Report
			2 Data	2 Data
			112 Documents	107 Documents
15	Staff of PMD Section	5	116 Documents	111 Documents
			9 Activities	7 Activities

Source: General Section of Sentajo Raya District Office, 2020

Based on the table above, most of the performance targets have been realized. If the employee encounters obstacles in carrying out his work, the employee will coordinate with the supervisor or leader, be it the Camat, Secretary of the Camat, Section Head, Head of Subdivision, as well as with parties who need services. The recapitulation shows that the abilities and skills of employees have been effective in doing and completing job duties.

2. Promptness

Promptness is the speed of completing work, resulting in the satisfaction of the parties receiving the service. Timeliness indicators are related to the effectiveness and efficiency of an employee's work. Punctuality is determined by the discipline of an employee. The researcher observed that employees at the Sentajo Raya District office were able to complete the task in the allotted time. In addition, the researchers saw that the employees were quite disciplined in terms of attendance and meeting duty carried out every day. According to the Regional Secretary of Kuantan Singingi Regency, the discipline of employees at the Sentajo Raya District office is good. The results of the interviews are as follows:

“... each employee has been able to complete the task according to the allotted time, even the Camat Sentajo Raya is known as the most disciplined Camat in Kuantan Singingi Regency...” (Interview, Mr. Muhjelan Arwan, January 26th 2021)

The results of the interview above show that the Camat shows a good example. The Camat himself when interviewed said:

“If given, 80% of the employees of the Sentajo Raya Sub-district office have been able to complete their tasks according to the allotted time... but 20% of them are not working optimally. The obstacle factor in completing work on time is usually electricity problems that often die erratically. Whether that often rains also hinders employees from going to the office because the office is far from residential areas. However, in-office matters, the average employee can finish well. So far, every work, whether related to office administration processes or service needs for the community, can be carried out on time.” (Interview, Mr. Akhyan Armofis, January 25th 2021)

According to one employee who was affected by the TPP policy, the additional income encouraged them to improve their performance and discipline. That was conveyed by the following staff of the Government Section in Sentajo Raya District:

“Additional Employee Income (TPP) requires us to improve performance and discipline. That is related to attendance and punctuality in completing work. Punctuality in completing work such as handling land certificates or other documents. Population data cannot be completed within one to two working days because it must go through a process to the regency first. For problems of attending morning meetings, afternoon meetings, flag ceremonies, or religious activities, we as staff are always present on time.” (Interview, Mrs. Elpayantuti, January 25th 2021)

Based on the results of interviews and observations, researchers found that the timeliness of employees both in completing work and discipline in terms of attendance has not been one hundred percent realized. That is supported by internal data in Sentajo Raya District where about eighty percent of employees follow the rules, while the rest are still lacking in discipline. In addition, according to the author, the example of the Sentajo Raya District Head also helps to improve employee performance and discipline. As a leader, the Camat Sentajo Raya always supervises the performance and discipline of employees so that employees are motivated to be able to do work effectively and efficiently and apply work discipline and attendance properly. Although the current epidemic is attacking people in Indonesia, especially in Kuantan Singingi Regency, this does not make employees neglect their responsibilities and duties. To find out more about the value of employee discipline at the Sentajo Raya District office in 2020, see the following table:

Table 2. Recapitulation of Employee Behavior Scores at the Sentajo Raya District Office in 2020

No.	Position	Scores	Score Range
1	Camat	95	Very Good
2	District Secretary	92	Very Good
3	Head of PMD Section	89	Good
4	Head of Government Section	93	Very Good
5	Head of the Security and Order Section	87	Good
6	Head of Program Subdivision	90	Good
7	Head of General Subdivision	92	Very Good
8	Head of Finance Subdivision	91	Very Good
9	Staff of Government Section	89	Good
10	Staff of the Security and Order Section	85	Good
11	Staff of Finance Subdivision	88	Good
12	Financial Subdivision Functional Staff	88	Good
13	Staff of General Subdivision	90	Good
14	General Subdivision Functional Staff	90	Good
15	Staff of PMD Section	87	Good
Average		89.73	Good

Source: General Section of Sentajo Raya District Office, 2020

Based on Table 2 above, it can be seen that the discipline of employees at the Sentajo Raya District office in 2020 is in a good category. The average value of employee discipline at the Sentajo Raya District office is 89.73 with a good score. The recapitulation of the points of employee discipline at the Sentajo Raya District office has described the level of employee discipline that supports the completion of work under organizational goals and targets.

3. Initiative

Initiative means having the self-awareness to do something in carrying out duties and responsibilities without having to depend on superiors. Based on the results of interviews and observations made by researchers in the field, it is known that employees always prioritize work and carry out the work according to established procedures based on the needs of each job. Each employee has their duties and functions (tupoksi). Therefore, they are obliged to carry out these duties without waiting for orders from the leadership. That has been carried out well at the Sentajo Raya District office. For example, an employee takes the initiative to provide services to the community even though one of the employees in charge of the field is not present. Employees in other sections or sections are willing to help and provide services needed by the community through the District Integrated Administrative Service Innovation (PATEN). According to the Head of the Finance Subdivision of the Sentajo Raya Sub-district office, the initiative and self-awareness of

employees in completing their duties and responsibilities are quite good. Here are the results of the interview:

“In terms of initiative, we work without orders or being told to do it because we already have our own responsibilities. However, for jobs that are outside of our respective duties as employees, we feel called.” (Interview, Mrs. Yusnita, January 25th 2021)

Furthermore, the author also interviewed one of the PMD staff at the Sentajo Raya District office. Based on the information that was collected, the informants felt that the initiative and concern of the employees had been very good, as stated:

“So far, we as employees at the Sentajo Raya sub-district office are very concerned about the responsibilities that have been placed on us. We also always provide good service to anyone who comes in need of service. If we don't have the spirit of self-awareness in completing the tasks given, it will affect the performance results and incentives provided, and the leadership will certainly move us because we can't work well.” (Interview, Mrs. Afrianti, January 25, 2021)

4. Capability

The study found that eighty percent of employees at the Sentajo Raya District office carried out their duties according to their respective educational status. Although there are still some employees whose education status is not under their positions, in general, these employees can complete the tasks they carry out because the employees coordinate with each other, even every tasks has met the indicators for achieving their respective Performance Goals. Based on the results of interviews and observations, researchers know that the ability of employees to work at the Sentajo Raya District office is in the good range with an average score of 88.76. When compared to 2019 the achievement of score in 2020 after the Additional Employee Income (TPP) has increased. In improving their abilities, employees participate in education and training programs. In addition, the Camat as a leader provides motivation and direction according to the needs of employees both at meetings and visiting employees from room to room to ask about the obstacles faced by employees at work.

5. Communication

Communication is carried out during the interaction between superiors and subordinates. The subordinates are given the freedom to express their suggestions and opinions in solving the problems they face. Communication is also opened as wide as possible to people who need services. Good communication determines the key to building working relationships, facilitating service delivery, and building trust in the community. Based on the results of interviews and field

observations, researchers found a good working relationship within the government organization of the Sentajo Raya District office. So far, the leadership can build teamwork and employees can provide good service to the community. The proof is that employees always show good attitudes and behavior in communicating to provide services to the community by applying the 5S culture, namely smiling, greeting, greeting, being polite, and being polite. Every employee is always ready to welcome every community that comes in need of service. The employee then explains the management requirements and procedures needed by the community following the applicable Standard Operating Procedure (SOP). Sentajo Raya District office employees also apply 10 cultures of shame, one of which is the culture of being ashamed to behave and speak impolitely. This shows that employees always try to be able to communicate according to work ethics, both to fellow employees and the community. The Head of the Program Subdivision said:

“The working relationship built by the Camat is quite good. We share information and if there are difficulties in our work we ask each other. Likewise, the working relationship between employees. The leadership always gives us direction to work hard and is always enthusiastic in providing services to the community to build bureaucratic reform. If we are not active, of course, there will be a cut in the TPP for the employee.” (Interview, Mrs. Wirda Hanum, January 25th 2021)

Based on the interview above, it is clear that the leadership implements a reward and punishment strategy in running the organization's wheels in Sentajo Raya District. The provision of rewards can bind the loyalty of subordinates (Bakti & Amin, 2019), while the provision of punishment ensures that the rules are implemented properly. TPP itself can be seen as a strategy of reward and punishment. Employees who work hard will get the optimal amount of TPP, while lazy employees will get a TPP cut. That is quite effective in improving the discipline and performance of civil servants.

CONCLUSION AND RECOMMENDATION

Provision of Additional Employee Income (TPP) is effective because it can control the behavior of civil servants in Sentajo Raya District, Kuantan Singingi Regency, Riau Province. This policy has succeeded in improving the performance and discipline of civil servants. TPP encourages a clear system of division of labor and the implementation of rewards and punishments. Several aspects that become a measure of success include improving work quality, punctuality in working hours and service processes, initiative to solve problems, willingness to improve abilities, and ethical communication.

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