THE EFFECT OF PROVIDING ADDITIONAL EMPLOYEE INCOME AND SELF-EFFICACY ON JOB SATISFACTION AND PERFORMANCE OF CIVIL SERVANTS IN THE JENEPONTO DISTRICT REGIONAL APPARATUS ORGANIZATION

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Keyword :

TPP Granting, Self-Efficacy, Job Satisfaction and State Civil Apparatus Performance

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Abstract

This study aims to determine the effect both directly and indirectly between TPP Provision and Self-Efficacy on ASN Performance through ASN Job Satisfaction. This research was conducted at the Jeneponto Regency Regional Government using a quantitative approach. The population in this study were all State Civil Apparatus in the Jeneponto Regency Regional Government. The sample used was 236 respondents from Regional Government Agencies both in the form of Departments and Agencies. The results of this study found that there is a positive and significant influence both directly and indirectly between the provision of TPP on ASN performance through ASN job satisfaction. Meanwhile, for the next hypothesis, it was also found that there is a positive and significant influence both directly and indirectly between self-efficacy on ASN performance through ASN job satisfaction.

1. Introduction

Background

The presence of human resources in organizations, especially in regional apparatus organizations (OPD), is very important to note. Given that OPD is a government organization that focuses on public services, so that the State Civil Apparatus in OPD must be able to work in accordance with their main duties and functions in achieving community prosperity. In providing services to the

community, OPD must be able to provide its best performance through the role of the State Civil Apparatus. The performance of OPDs in local governments will not be achieved as long as the State Civil Apparatus they have does not provide optimal performance, because one reflection of the success of OPDs in the regions is through the level of performance of the State Civil Apparatus.

The performance of the State Civil Apparatus in local government is inseparable from various kinds of public attention. It is not impossible that the public's assessment of Civil Servants or ASN in the regions has not shown satisfactory results. There are still many people who give the opinion that what is done by the State Civil Apparatus in the regions is not fully optimal so that it has an impact on organizational performance that is not achieved. The performance of the state apparatus is still a big record (Malik et al., 2020). The Ministry of Administrative Reform and Bureaucratic Reform revealed that there are 30% or around 1.35 million Civil Servants (PNS) whose performance is classified as poor. In this regard, the Ministry of Administrative Reform and Bureaucratic Reform continues to emphasize the implementation of bureaucratic reforms to improve the performance of civil servants (Sindonews.com, 2018). In local governments in particular, the low performance of the State Civil Apparatus is reflected in the performance of government organizations with not optimal results. For example, the performance reported in 2020 by the Jeneponto Regency Government contains information that there are still Regional Apparatus whose performance achievements are still below average (LKjIP, 2020). So that this becomes more of a concern for the Jeneponto Regency Government in the following year.

Various efforts have been made by the Government of Jeneponto Regency in encouraging the improvement of the performance of the State Civil Apparatus within the government. One of them is the provision of Additional Employee Income (TPP) based on Permendagri No. 59 of 2007 and Permendagri No. 21 of 2011. The provision of TPP in the scope of the Local Government of Jeneponto Regency is carried out based on Perbup. Jeneponto Regency No. 04 of 2018 which is intended, among other things, to increase the motivation and productivity of the performance of the State Civil Apparatus as referred to in Perbup. Jeneponto Regency No. 04/2018 article 2 second paragraph. As a form of performance allowance provided by the Regional Government, TPP is expected to be one of the alternatives that have an impact on the performance of the State Civil Apparatus. Additional employee income and work ability continue to be improved and improved quality will lead to improved employee performance (Madjid, 2016).

Apart from that, the performance of the State Civil Apparatus can not only be seen in terms of the incentives provided. But it can also be seen in terms of confidence in what they have as humans who work and have the status of State Civil Apparatus in the regional apparatus. As mentioned in the 2019 BAPENDA performance report, one of the obstacles in realizing the achievement of key performance indicators is the problem of human resources. It was mentioned in the report that the low achievement of the performance of the Jeneponto Regency Regional Revenue Agency was due, among other things, to the limited number of human resources who had skills and competencies in accordance with their main duties and functions (LKjIP, 2019). Skill and competence are two things that are owned by the State Civil Apparatus in working. However, do the State Civil Apparatus basically do not have the skills and competencies needed in the job, or only because the State Civil Apparatus do not have full confidence in themselves that they have these two things.

In determining whether the work results of the State Civil Apparatus are good or not, confidence in oneself in what is owned to complete the work is an important factor that must be considered. State Civil Apparatus who work well, certainly have good confidence and ability in carrying out the work given. Vice versa, a State Civil Apparatus that does not have confidence and ability in the work assigned, will definitely not produce good work. Likewise, State Civil Apparatus who have the ability but do not have strong confidence in themselves then the work they have done will not be maximized.

Job satisfaction is also an important part of the work process carried out by the State Civil Apparatus. State Civil Apparatus who feel dissatisfied with their work, including the process of carrying out work and other supporters, can provide results that are not maximized in their work. All satisfaction received by the State Civil Apparatus is not formed directly in themselves just like that, but also because of external factors that form the satisfaction. For example, there is an evaluation process given by the leadership of the work of the State Civil Apparatus. If the State Civil Apparatus gets unsatisfactory results from the assessment process, the State Civil Apparatus will be disappointed with the results of the leadership evaluation. This will make the State Civil Apparatus find injustice within the agency which then triggers internal conflict. So that situations like this can cause problems in the performance of the State Civil Apparatus.

Literature Review
a. Agency Theory

Basically, the organization is seen as an entity in which there is a separation between the owner of the organization and the main executor of the organization. The existence of this separation is part of a systematic effort to achieve organizational goals to be more effective and able to provide maximum accountability to stakeholders. Without this separation, the organization can run but in a situation that is not well controlled because there is no evaluation process between the two parties. The organization in question is not only limited to profit-based organizations, but also all existing organizations such as Regional Apparatus Organizations.

In the public sector and private sector, organizations must be managed professionally. Separation of responsibilities must be carried out in order to obtain maximum results in achieving common goals. (Jensen & Meckling, 1976) states that to achieve the company's goal of prospering the company owner, the company must be managed professionally. Furthermore (Jensen & Meckling, 1976) explains that the larger the company, the more potential agency conflicts will occur as there is a separation between the decision-making and risk-bearing functions. Managers have a tendency to consume additional profits excessively, this is because the risks borne are relatively the same (agency cost of equity). To reduce conflict. Between internal shareholders and external shareholders, a monitoring mechanism is needed that aligns the related interests.

b. Human Resources

Human resources are the main driver of the running of an organization. These resources can be trained, developed, maintained for the future of the organization and can even determine the continuity of the organization. Without human resources all activities or plans that have been prepared by the organization will not be able to run. In general, we know human resources as the driving force of every organizational activity, but experts have various opinions about human resources. Quoted from (Gaol, 2015) Straub and Attner state that "People are the most important resource of an organization. They supply the talent, skills, knowledge, and experience to achieve the organization's objectives". Humans provide talent, expertise, knowledge, and experience to achieve organizational goals. Then (Schermerhorn, 2013) states that "Human resources are the people, individuals, and groups that help organizations produce goods or services" which means that human resources are the people, individuals, and groups that help organizations produce goods or services.

c. Incentive

Incentives are a means of motivation that encourages employees to improve the quality of their work, which is intended as additional income beyond the specified salary. Providing incentives is intended to make employees' lives prosperous and to improve their performance. The term incentive system is generally used to describe wage payment plans that are linked directly or indirectly to various

standards of employee performance or organizational profitability. Incentives can be formulated as adequate rewards to employees whose performance exceeds predetermined standards. Incentives are a motivating factor for employees to work better so that employee performance can improve. (Hasibuan, 2016) suggests that incentives are additional rewards given to certain employees whose performance is above standard performance. This incentive is a tool used to support the principle of fairness in compensation.

According to (Sugiani et al., 2018) in the Government Regulation on Civil Servant salaries, in addition to regulating the basic salary that must be received by Civil Servants, allowances and other things are also regulated. The regulation also regulates salary increases consisting of periodic salary increases and special salary increases for allowances and other receipts received by the State Civil Apparatus. In this case, the TPP is included in the incentive (additional) section. This is especially for the State Civil Apparatus, according to (Lubis, 2017) Additional income in the form of Income Improvement Allowance (TPP) is an incentive provided in the form of additional income based on the results of performance achievement for one month outside the salary received legally in accordance with statutory provisions.

d. Self-efficacy

Bandura (1997) explains that self-efficacy beliefs determine how people feel, think, motivate themselves and their behavior. The concept of self-efficacy proposed by Bandura is basically built on social cognitive theory. In his theory, Bandura (1997) states that human action is a reciprocal relationship between individuals, the environment and behavior (tradic reciprocal causation).

Social cognitive theory rejects the psychoanalytic view that humans are slaves to instinct. In addition, it also rejects the Behavior view which exclusively emphasizes the environmental aspects that determine human behavior. Social cognitive theory emphasizes that humans are active individuals and use their cognitive potential to describe an event, anticipate something, and choose a series of actions to be taken. This theory states that humans are not passive beings and only accept instinctual impulses or external environmental influences (Pervin & Jhon, 2001).

Self-efficacy is one of the potentials that exist in human cognitive factors and is part of the determinants of human action in addition to the environment and internal drive. Bandura (in Pervin & John, 2001) states that self-efficacy is the most important aspect of perception which is part of the cognitive function. Self-efficacy is a self-assessment, whether it can perform good or bad actions, right or wrong, can or cannot do what is required.

e. Job Satisfactopm

Job satisfaction in work is job satisfaction enjoyed in work by getting praise for work results, placement, treatment, equipment and a good work environment atmosphere. Employees who prefer to enjoy job satisfaction in work will prioritize work over compensation even though compensation is important (Hasibuan, 2016). Lock explained in (Luthans, 2011) that job satisfaction is an emotional expression that is positive or pleasant as a result of an assessment of a job or pleasant as a result of an assessment of a job or work experience. Mathis and Jackson (2016) explain that job satisfaction is a positive emotional statement and is the result of an evaluation of the work experience.

f. Employee Performance

According to (Lubis, 2017) performance is doing an activity and perfecting it in accordance with its responsibilities with the results as expected. Meanwhile, performance as a noun means "thing done" (a result that has been done). According to (Simamora, 2016) performance is a translation from English, namely performance or job performance, but in English it is often abbreviated as performance only. Performance or work performance (performance) is defined as an expression of ability based on

knowledge, attitude, skills and motivation in producing something. According to (Latu et al., 2016) performance can be interpreted as the result of a person's efforts achieved by the existence of abilities and making in certain situations. Employee performance is a description of the level of achievement of goals or objectives of government employees as a description of the vision, mission and strategic plan of the government Civil Servant which indicates the level of success and failure of the implementation of activities in accordance with established programs and policies.

Hyphothesis

H1: The provision of TPP has a positive and significant effect on the job satisfaction of the State Civil Apparatus at the Jeneponto Regency Regional Apparatus Organization.

H2: Self-efficacy has a positive and significant effect on job satisfaction of the State Civil Apparatus at the Jeneponto Regency Regional Apparatus Organization

H3: The provision of TPP has a positive and significant effect on the performance of the State Civil Apparatus at the Jeneponto Regency Regional Apparatus Organization

H4: Self-efficacy has a positive and significant effect on the performance of the State Civil Apparatus at the Jeneponto Regency Regional Apparatus Organization

H5: Job satisfaction has a positive and significant effect on the performance of the State Civil Apparatus at the Jeneponto Regency Regional Apparatus Organization

H6: The provision of TPP has a positive and significant effect on the performance of the State Civil Apparatus through the job satisfaction of the State Civil Apparatus at the Jeneponto Regency Regional Apparatus Organization

H7: Self-efficacy has a positive and significant effect on the performance of the State Civil Apparatus through job satisfaction of the State Civil Apparatus at the Jeneponto Regency Regional Apparatus Organization

2. Research Method

This research includes survey research whose data is collected from a number of samples of the population using a questionnaire. This research can also be classified as quantitative descriptive research because the research data collected will be processed quantitatively. This research was conducted at the Regional Apparatus Organization in the Jeneponto Regency Government both in the form of an Agency and in the form of a Service. This is done because of the consideration that all of these OPDs function to support Government affairs both which are the technical affairs of the central government and the technical affairs of the regional government which are the authority of the Region and are directly responsible to the Regional Head. The population in this study were all employees with the status of State Civil Apparatus in the Office or Agency at the Jeneponto Regency Regional Government. In this study, researchers used probability sampling techniques, by providing opportunities for all State Civil Apparatus to fill out questionnaires. The sample size used in this study was calculated using the Slovin formula and obtained a total of 236 respondents.

In this study, researchers will use the help of SPSS (Statistical Product and Service Solution) software which is a computer program to analyze data statistically. The data analysis technique used in testing the research instrument in this study is to use the validity test and reliability test. The data analysis used by researchers is descriptive analysis and path analysis. According to Sugiyono (2018) what is meant by descriptive statistics is statistics used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations. To test the effect of intervening variables, a two-path path analysis method is used to assess the causality relationship between variables (casual model) that has been previously determined based on theory. Path analysis itself cannot determine the causal relationship and also cannot be used as a substitute for researchers to see the causality relationship between variables. The causality relationship between

variables has been established by a model based on theoretical foundations. What path analysis can do is determine the pattern of relationships between three or more variables and cannot be used to confirm or reject imaginary causality hypotheses (Ghozali, 2019).

3. Result and Discussion

a. Classical Assumption Test
1) Normality Test

Table 1. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		236
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	1,66451212
Most Extreme Differences	Absolute	,099
	Positive	,093
	Negative	-,099
Test Statistic		,099
Asymp. Sig. (2-tailed)		,607[a]

a. Test distribution is Normal.
b. Calculated from data.
Source: SPSS output, 2022

Based on the previous normality test table above, a significance value of 0.607 was obtained. This significance value is greater than 0.05 so it can be concluded that the data in this study are normally distributed.

2) Multicollinearity Test

Table 2. Multicollinearity Test

	Collinearity Statistics	
Model	Tolerance	VIF
1 (Constant)		
Provision of TPP	,654	1,529
Self-efficacy	,633	1,579

Source: SPSS output, 2022

Based on the results in the multicollinearity test table above, it can be seen that the VIF value of each variable is < 10 with a tolerance value> 0.1. So it can be concluded that all independent variables, there is no multicollinearity.

b. Research Instrument Test

1) Validity Test

Table 3. Validity Test

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Provision of TPP_1	12,66	3,025	,655	,779
Provision of TPP_2	13,00	2,974	,607	,803
Provision of TPP_3	12,78	2,953	,695	,760
Provision of TPP_4	12,69	3,118	,652	,781
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Self-efficacy_1	16,42	2,679	,616	,785
Self-efficacy_2	16,37	2,456	,619	,782
Self-efficacy_3	16,39	2,562	,607	,785
Self-efficacy_4	16,43	2,366	,673	,765
Self-efficacy_5	16,54	2,471	,558	,802
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Job Satisfaction_1	12,26	1,792	,670	,793
Job Satisfaction_2	12,32	1,921	,599	,823
Job Satisfaction_3	12,23	1,675	,732	,765
Job Satisfaction_4	12,23	1,652	,680	,790
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ASN Performance_1	19,83	4,578	,701	,754
ASN Performance_2	19,81	4,774	,637	,769
ASN Performance_3	19,78	4,907	,569	,782
ASN Performance_4	19,82	4,811	,646	,768
ASN Performance_5	20,19	4,149	,465	,836
ASN Performance_6	19,68	5,019	,574	,783

The corrected item-total correlation values for all indicators all have values greater than 0.30. Although the corrected item-total correlation value for each indicator is quite varied, all of them can be declared valid because they exceed the predetermined threshold value.

2) Reliability Test

Table 4. Reliability Test

Variable	Cronbach's Alpha	Standart
Provision of TPP	,826	.600
Self-efficacy	,819	.600
Job Satisfaction	,837	.600
ASN Performance	,811	.600

All Cronbach's alpha values for each variable are greater than the value of 0.600. So that the instruments in this study are reliable and can be analyzed further.

c. Path Analysis Test
1) First Path

Table 5. Path Analysis
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5,464	,987		5,535	,000		
Provision of TPP	,245	,047	,320	5,218	,000	,731	1,369
Self-efficacy	,327	,055	,367	5,982	,000	,731	1,369

a. Dependent Variable: Job Satisfaction

Based on the table provided above, the equation for path analysis 1 is then compiled as follows:
Y1 = 0,320X1 + 0,367X2 + e1

2) Second Path

Table 6. Analisis Jalur 2
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2,225	1,270		1,752	,081		
Provision of TPP	,181	,060	,159	3,010	,003	,654	1,529
Self-efficacy	,315	,071	,239	4,448	,000	,633	1,579
Job Satisfaction	,736	,079	,497	9,294	,000	,641	1,560

a. Dependent Variable: ASN Performance

Based on the table available in the previous table above, the equation for path analysis 2 is then compiled as follows:
Y2 = 0,159X1 + 0,239X2 + 0,497X3 + e2

d. Hypothesis Test

**Table 7. Hypothesis Test**

Hip.	Variable	Effect	Value	Dsc.

	Independen	Intervening	Dependen	Direct	Indirect	Total		
1	Provision of TPP	-	Job Satisfaction	0.320	-	0.320	0.000	(+) Sig
2	Self-efficacy	-	Job Satisfaction	0.367	-	0.367	0.000	(+) Sig
3	Job Satisfaction	-	ASN Performance	0.497	-	0.497	0.000	(+) Sig
4	Provision of TPP	-	ASN Performance	0.159	-	0.159	0.003	(+) Sig
5	Self-efficacy	-	ASN Performance	0.239	-	0.239	0.000	(+) Sig
6	Provision of TPP	Job Satisfaction	ASN Performance	0.159	0.159	0.318	0.000	(+) Sig
7	Self-efficacy	Job Satisfaction	ASN Performance	0.239	0.182	0.421	0.000	(+) Sig

Based on the summary of the analysis results in the table above, each path analysis result can be described for the direct effect and indirect effect that occurs between variables with the following figure:
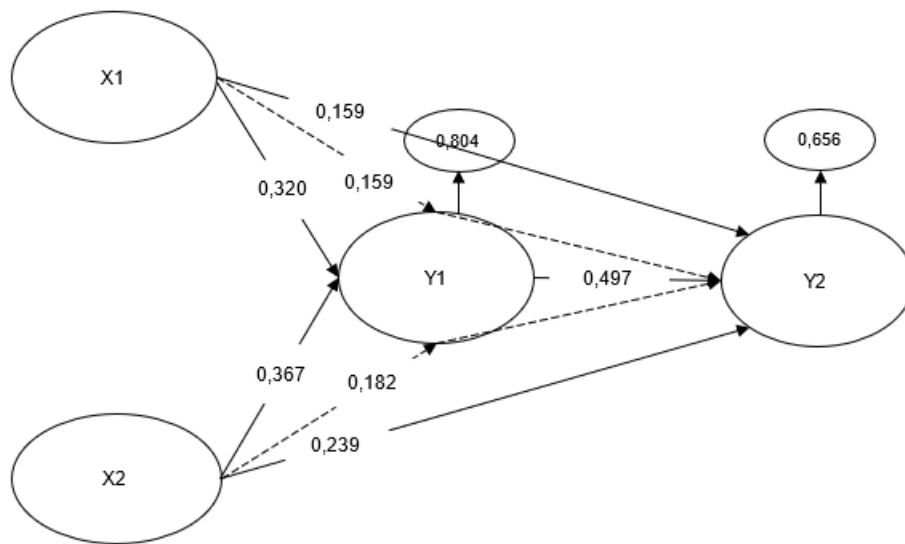
Discussion

1) The effect of TPP provision on ASN Job Satisfaction

One of the most important things in the concept of job satisfaction is how a person can feel the fairness of what they have given in work and what they have received for their efforts. Moreover, on the issue of job satisfaction, one can also fairly assess themselves for what they have given and what they have received. So that they can in principle measure this satisfaction properly based on existing considerations. Including for example when ASNs carry out their work and are then objectively assessed by the leaders. Through this assessment, they then get a reward for what they have done. The amount of reaward given depends on the results of the work they have done. So that when the TPP is given based on consideration of the results of their work, it will provide satisfaction for each ASN.

2) The Effect of Self-Efficacy on ASN Job Satisfaction

Self-efficacy is the belief that a person has in what they have to solve the problem at hand. Someone who is faced with a work problem, will be able to judge themselves whether the job they can complete well or not. As long as they are confident in their abilities and they know where their limits are, then faced with the responsibilities they carry, they will be confident to carry them out. From here then the ASNs will feel higher satisfaction after completing these responsibilities based on their own abilities.

3) The Effect of Providing TPP on ASN Performance

Additional income for an employee is quite important and can change their work progress. When they work, their expectation is to get a return on what they have given in work. Naturally, those who work are trying to fulfill their needs. Apart from that, they also strive to fulfill their desires when basic needs are available. So what they do in work, apart from completing the responsibilities given as an obligation, they also need income to be used in their daily lives.

4) The Effect of Self-Efficacy on ASN Performance

It cannot be denied that what is owned by ASN as the executor of the Regional Apparatus Organization wheel, greatly determines the results of their work. Both the knowledge, skills and attitudes that exist in ASN will support their work process. So in this case, abilities and work results are a unity that cannot be separated in assessing their performance. However, all the abilities they have may not be able to fully provide maximum performance if they are not supported by confidence in all these abilities. The skills they have, cannot be fully exploited properly if the ASN feels unsure of what they have. However, high confidence in an ASN when dealing with their responsibilities will provide opportunities for success at work. Because every step they take at work is supported by the confidence to be able to solve the work problems faced based on their abilities.

5) The Effect of Job Satisfaction on ASN Performance

Basically, job satisfaction is not easy to achieve by everyone including ASNs who carry out their work. However, it is not impossible to be able to measure and ensure that each ASN has achieved job satisfaction or not. When they are satisfied with the job they have got at the moment, then it has become part of the measurement of job satisfaction itself. Many of the existing employees do not feel satisfied with what they are currently doing. Sometimes they feel that what they are currently doing is not very challenging, so they are not satisfied with what is there. Or conversely, they feel that what they are currently doing is excessive so they are not very satisfied with what they receive as a form of work. So this will make the way they work not optimal.

6) The effect of TPP provision on ASN Performance through Job Satisfaction

Basically, the purpose of the implementation of TPP provision in Local Government, especially Jeneponto Regency is as an effort to improve employee performance and motivate employees so that they are more disciplined and able to compete in completing work and providing maximum service to the community. From the main objective of implementing the TPP, it has been proven from the results of the research in this study which shows that the provision of TPP has an impact on improving employee performance. The presence of TPP in the incentive mechanism given to ASN based on certain criteria, makes ASNs able to give their maximum effort at work. Additional Employee Income given to ASNs can trigger an increase in their performance for further work results. Because they have obtained a return on the efforts they have made during work, they can assess that what they have tried will be assessed properly and rewarded in the form of income outside of salary.

Through additional income received based on ASN's efforts at work, it can make ASNs feel a great appreciation from the organization to them. They feel that they are not in vain in doing a job, because every small part of the effort done can be directly rewarded. This then also gives satisfaction to the ASNs when they work. The sense of satisfaction they receive is when what they have tried, can be well appreciated by the organization through the supervisor or leader above.

7) The Effect of Self-Efficacy on ASN Performance through Job Satisfaction

A high sense of satisfaction for an ASN at work is not only formed from the results of their work that has been achieved. But it can also be formed through their confidence in their abilities. Both their ability to complete the job, as well as their ability to deal with various kinds of problems that exist while working. Confidence in these abilities is formed in an ASN into a complete belief in work. This is their main capital at work, so that they can complete their work well.

Before starting their work, an ASN who has high self-efficacy can know and believe well about what they will do and how they will overcome what they will face. From this condition, they have formed a high sense of confidence and are able to appreciate the basic competencies they have. The aspect of self-efficacy that includes strength is a person's belief or expectation about their abilities.

Weak expectations will be easily shaken, while good expectations will encourage individuals to persist in their efforts. This relates to the satisfaction factor described by Robbins & Judge (2017), namely personality, which means that individuals have a positive self-evaluation and value their basic competencies.

4. Conclussion

The final conclusion of this study is that the provision of TPP to ASN is able to have a positive impact both directly and indirectly on increasing their job satisfaction and performance. In addition, high self-efficacy owned by ASN can have a positive impact both directly and indirectly on increasing job satisfaction and performance of all ASNs at the Regional Apparatus Organization in Jeneponto Regency. Meanwhile, the existence of high job satisfaction can also have a positive impact on improving ASN performance at the Regional Apparatus Organization in Jeneponto Regency.

The suggestions put forward in this study are more for the Regional Government which is trying to formulate various policies in an effort to improve the performance of ASNs. Especially in the ASN performance variable by looking at the average value of respondents' answers, one of which is lower than the others, namely in connection with the independence of the ASN. It is hoped that the local government will pay more attention to the work independence of ASN, because it is through this independence that ASN can carry out their work properly without having to wait for assistance from other parties. This attention can be done through the implementation of training that is more directed at developing the independence of an employee at work.

Apart from that, it is necessary to carry out a continuous evaluation process in the implementation of the provision of TPP to ASNs. As an effort to improve ASN performance, the provision of this incentive can have a significant effect. However, when compared to other variables in this study, the contribution of the influence given is quite small compared to the others. This can be seen from the regression coefficient which is quite small compared to other independent variables. This evaluation process does not mean that the TPP granting program to ASN must be eliminated, but it can be done by evaluating the amount of TPP provided, or also evaluating the criteria set in receiving TPP for ASN.

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