



The Effect of Performance Allowances and Employee Motivation on the Quality of Public Services at the Bureau of Government and Regional Autonomy of the Regional Secretariat of Lampung Province

M. Fadhel Pusva Negara¹, Elvira Nurzulia², Ida Farida³, Akhmad Suharyo⁴, Agus Purnomo⁵

^{1,2}Biro Pemerintahan dan Otonomi Daerah Sekretariat Daerah Provinsi Lampung

^{3,4,5}Universitas Bandar Lampung

Email: nohfadhelshah@gmail.com

Abstract

This study uses a quantitative method that aims to determine the effect of performance allowances and employee motivation on the quality of public services within the Bureau of Government and Regional Autonomy of the Regional Secretariat of Lampung Province. With a population of 35 people, the entire sample was used due to the limited population, thus enabling comprehensive analysis through questionnaire-based data collection. Secondary and primary data sources were used. The findings indicate a significant positive correlation between performance allowances and service quality, as well as between employee motivation and service quality within the Bureau. Overall, this study underscores the significant and positive influence between performance allowances and employee motivation on the quality of public services provided by the Bureau of Government and Regional Autonomy within the Regional Secretariat of Lampung Province.

Keywords: Performance Allowance, Employee Motivation, Service Quality.

Introduction

As one component of the management function, public services are a commitment to the changing paradigm of regional autonomy, thus becoming the most important component in realizing regional development goals (Wang *et al.*, 2018). In accordance with the main function of the regional government in the welfare of the community, the regional government must be able to provide public services according to the needs of the community (Farida *et al.*, 2018). The quality of public services provided by local governments will determine the level of community welfare. The government has made efforts, namely drafting a bill on public services

that contains minimum service standards. However, the efforts made by the government do not seem to be optimal (Nurmandi *et al.*, 2021).

One of the factors in this problem is the way public services operate (Barusman, 2019). Public service functions are seen as bureaucratic and have been criticized by the public for continuing to ignore the needs of the community (Kolk *et al.*, 2019). One of the important factors in realizing the effectiveness of providing maximum service to the community is the discipline of the state apparatus (Ansell *et al.*, 2021). The continuity of the country's existence in the future will be threatened due to the decline in morality, ethics, and discipline seen in almost all sectors of society, including the state apparatus (Barusman & Habiburrahman, 2022). This situation is caused by the apparatus's lack of awareness of its duties and tends to rely on the old-fashioned idea that it is the government that should get the service (Nolte *et al.*, 2020).

The high and low quality of service depend on the factors that influence it (Meesala & Paul, 2018). Decreased service quality can be caused by low employee motivation and non-optimal performance benefits (Arif *et al.*, 2019). In connection with these conditions, one aspect that must receive more attention is to increase the motivation of state apparatus, especially within the Bureau of Government and Regional Autonomy of the Regional Secretariat of Lampung Province. Through the provision of motivation, it is hoped that civil servants will increase their ability to work to pursue organisational goals wholeheartedly (Barusman & Virgawenda, 2019). This will be done if the motivation of the apparatus is enforced, if necessary, using the application of punishment, praise, and rewards for those who excel (Arif *et al.*, 2019).

Literature review

a. Performance Allowance

Employee performance allowances need to be given to encourage the state apparatus to carry out their functions and jobs. As a result, the performance of the apparatus will depend on how well it serves individuals or groups to achieve the desired and predetermined goals in its role as a servant of society and the state (Rohim & Budhiasa, 2019). The apparatus must be able to assess the circumstances in which people work to fulfill their needs in order to increase morale by providing

performance allowances beyond the stipulated salary (Suwanda, 2019). Therefore, leaders must be able to ensure that the abilities and qualities possessed by the group can be fully utilized to overcome the weaknesses and challenges that occur (Kadir *et al.*, 2019).

Performance allowance is a method of providing incentives to employees to work seriously to achieve the goals of the regional work unit efficiently (Mylona & Mihail, 2019). According to Prasetyo *et al.*, (2021) performance allowance is something that is received by employees as an expression of appreciation for the contributions that have been made to the organization where they work. In general, the form of performance allowance is given in the form of money or can also be interpreted as a salary (Rezeki & Hidayat, 2021). According to Nuzulla (2019) remuneration contains two elements, namely compensation and commission. Therefore, it is very important that performance allowance techniques are implemented as effectively as possible. Leaders must motivate and influence employees to do their work as effectively as possible by allocating performance allowances in accordance with the organization's capabilities (Suriyana, 2020).

b. Motivation

Motivation is an impulse that can influence someone to carry out an activity (Sitopu *et al.*, 2021). In contrast to the opinion Basalamah & As'ad (2021), motivation is an impulse that arises in a person due to internal or external factors, and this can improve, direct, and move a person to complete their tasks. An organization can achieve the desired goals and objectives if all its members work optimally, including increasing work productivity (Oktaviannur & Pratama, 2016). This indicates that one of the roles of management is to motivate, which is the process of providing encouragement to subordinates to work and want to collaborate optimally to achieve organizational goals effectively and economically (Ozkeser, 2019).

Apparatus motivation is very important because it is assumed that every employee will work hard and passionately to achieve high levels of productivity to meet organizational goals (Li & Shang, 2020). According to Rusdia (2021) motivation is how someone gives encouragement or direction internally and externally to do something. Internal motivation is a drive that comes from within a

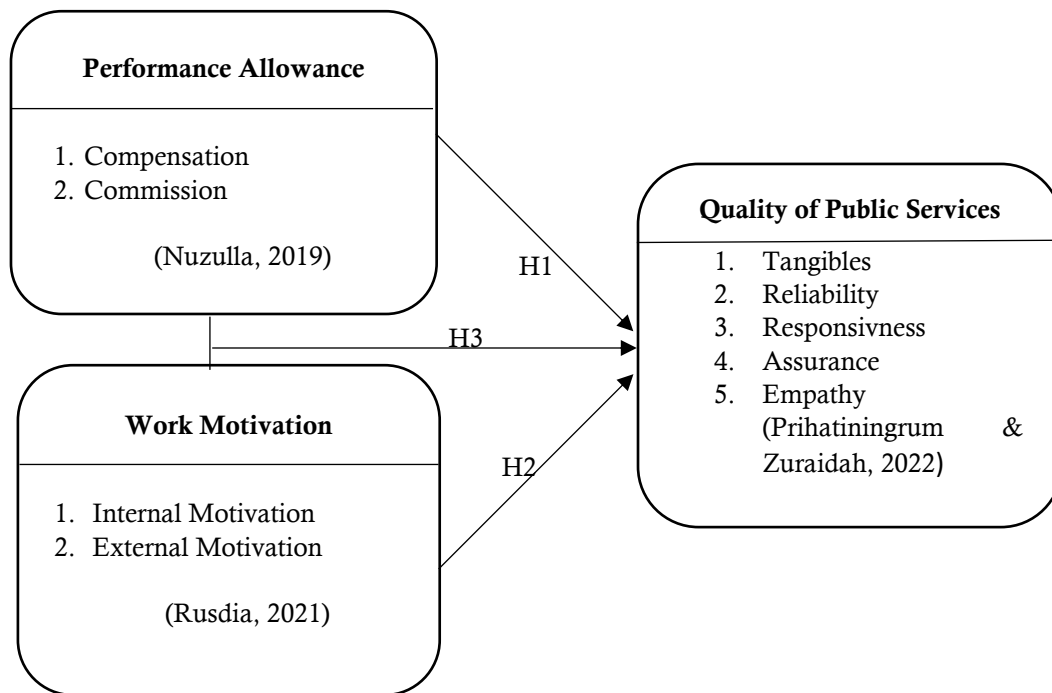
person, while external motivation is a drive that comes from outside a person or the surrounding environment and also determines a person's behavior in a person's life.

c. Service Quality

Service quality is the level of pleasure or satisfaction of the community with the services provided by the service (Anastasiadis & Christoforidis, 2019). The current service phenomenon provided by the bureaucracy in general is still not optimal, where there are still complaints from the public who say that officers seem arrogant and arrogant in providing services, so that people feel uncomfortable in dealing with them (Malik & Verawati, 2016). This is because these indicators have not been implemented properly, and this is because employees or employee work motivation have not paid optimal attention to the factors of accuracy, suitability, assessment, honesty, compliance, confidence, manners, behavior, speech, anger (emotions), consequences, providing confirmation and providing assistance, and providing solutions, so that the implementation of public services has not been maximally implemented (Osborne, 2018).

Serving the needs of the community in accordance with their specialized fields is the main responsibility of government workers. Carrying out duties and obligations with full discipline is the main prerequisite for providing the best service to the community (Osborne, 2018). According to Prihatiningrum & Zuraidah (2022), there are five dimensions used to measure the level of service quality, namely tangibles, reliability, responsiveness, assurance, and empathy. Tangibles encompass physical facilities, equipment, employee appearance, and communication channels. Reliability denotes the organization's capability to consistently deliver promised services accurately. Responsiveness involves offering prompt and attentive service to the community. Assurance pertains to the knowledge, friendliness, and spontaneous task execution by employees, fostering public trust and confidence. Empathy is an attitude of attention to the community that seeks to understand the wishes of the community.

Research Framework



Gambar 1. Framework

Hypothesis

The hypotheses in this study are

H1: Performance allowance affects the quality of service at the Bureau of Government and Regional Autonomy of the Regional Secretariat of Lampung Province.

H2: Employee work motivation affects the quality of service at the Bureau of Government and Regional Autonomy of the Regional Secretariat of Lampung Province.

H3: Performance allowance and employee motivation together have a significant effect on the quality of public services at the Bureau of Government and Regional Autonomy of the Regional Secretariat of Lampung Province.

Methodology

This study utilizes a survey method conducted at the Bureau of Government and Regional Autonomy of the Regional Secretariat of Lampung Province, supplemented by observational data. The population comprises all 35 employees at the Bureau of Government and Regional Autonomy of the Lampung Provincial

Secretariat, warranting a total sampling approach due to the limited population size, ensuring closer proximity to the true population value and reduced error. Data collection techniques encompass questionnaires, interviews, and document studies. Questionnaires involve statements answered by respondents, while interviews, conducted with the bureau head and one staff member, serve as supplementary data. Document studies entail gathering secondary data from various sources such as books, articles, and the internet, pertinent to public services. Operational variables encompass dimensions and indicators, detailed in Table 1 below for comprehensive operationalization.

Table 1. Operational Variables

| Variable | Dimensions | Indicator |
|----------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| Performance allowance | 1. Compensation | 1. Provision of allowances according to rank. 2. Provision of performance allowance |
| | 2. Commission | 1. Provision of commission with the approval of the Baperjakat deliberation board. 2. Leaders provide commissions according to achievement. |
| Employee motivation | 1. Internal | 1. Provide work motivation to fulfil basic needs 2. Employee needs fulfilment. |
| | 2. Eksternal | 1. Provide work motivation to achieve work targets. 2. Provide work motivation to get awards. |
| Quality of public services | 1. Tangibles | 1. Completeness of facilities and infrastructure. 2. Comfort of the room. 3. Adequacy of staff |
| | 2. Reliability | 1. On time. 2. In accordance with the procedure. 3. Equality/equal treatment from staff. |
| | 3. Responsiveness | 1. Quick response to customer needs. 2. Acceptance of customer criticism and suggestions. 3. Attentive. |
| | 4. Assurance | 1. Safety. 2. Trust. 3. Responsibility. |
| | 5. Empathy | 1. Desire (motivation) to help customers. 2. Appropriateness of service to customer needs 3. Concern for customers. |

Result And Discussion

Validity Test

The research instrument will be tested for validity (the accuracy of the question) through construct validity and reliability through an internal consistency-test using the Spearman Rank correlation formula, with the error rate used in testing the instrument being $\alpha = 0.05$ and for $N = 10$, the t table value is 1.750.

Table 2. Employee Performance Allowance Validity Test Results

| No Item | R | t-count | Decision | Description |
|---------|-------|---------|-------------|-------------|
| 1 | 0.735 | 8.948 | Significant | Valid |
| 2 | 0.715 | 8.446 | Significant | Valid |
| 3 | 0.668 | 7.074 | Significant | Valid |
| 4 | 0.700 | 8.110 | Significant | Valid |
| 5 | 0.876 | 11.327 | Significant | Valid |
| 6 | 0.820 | 11.279 | Significant | Valid |
| 7 | 0.846 | 11.495 | Significant | Valid |
| 8 | 0.313 | 4.594 | Significant | Valid |
| 9 | 0.721 | 8.884 | Significant | Valid |
| 10 | 0.809 | 10.855 | Significant | Valid |

Source: Data Processed, 2024

Table 2 shows that of the 10 statement items used, one has a significant r correlation value ($t\text{-count} > t\text{-table} = 1.750$), thus the statements used in the employee performance allowance variable instrument are all valid and acceptable for further measurement of the Employee Performance Allowance variable at the Bureau of Government and Regional Autonomy of the Regional Secretariat of Lampung Province.

Table 3. Employee Motivation Validity Test Results

| No Item | R | t-count | Decision | Description |
|---------|-------|---------|-------------|-------------|
| 1 | 0.755 | 8.967 | Significant | Valid |
| 2 | 0.726 | 8.354 | Significant | Valid |
| 3 | 0.659 | 7.062 | Significant | Valid |

| | | | | |
|---|-------|-------|-------------|-------|
| 4 | 0.721 | 8.243 | Significant | Valid |
| 5 | 0.735 | 8.437 | Significant | Valid |
| 6 | 0.697 | 7.473 | Significant | Valid |

Source: Data Processed, 2024

Table 3 shows that of the 6 statement items used, one has a significant r correlation value ($t\text{-count} > t\text{-table} = 1.750$), thus the statements used in the work motivation variable instrument are all valid and acceptable for further measurement of motivation variables at the Bureau of Government and Regional Autonomy of the Regional Secretariat of Lampung Province.

Table 4. Public Service Quality Validity Test Results

| No Item | R | t-count | Decision | Description |
|---------|--------|---------|-------------|-------------|
| 1 | 0.3721 | 3.4486 | Significant | Valid |
| 2 | 0.4998 | 4.9639 | Significant | Valid |
| 3 | 0.3245 | 2.9512 | Significant | Valid |
| 4 | 0.5573 | 5.7738 | Significant | Valid |
| 5 | 0.2201 | 2.1410 | Significant | Valid |
| 6 | 0.2386 | 2.2136 | Significant | Valid |
| 7 | 0.3822 | 3.6486 | Significant | Valid |
| 8 | 0.4898 | 4.8649 | Significant | Valid |
| 9 | 0.3441 | 2.4714 | Significant | Valid |
| 10 | 0.4573 | 4.8738 | Significant | Valid |
| 11 | 0.2602 | 2.4413 | Significant | Valid |
| 12 | 0.3517 | 2.5371 | Significant | Valid |
| 13 | 0.2725 | 2.4820 | Significant | Valid |
| 14 | 0.2517 | 2.4372 | Significant | Valid |
| 15 | 0.2958 | 2.9638 | Significant | Valid |

Source: Data Processed, 2024

Table 4 shows that of the 15 statement items used, the correlation value r is significant ($t\text{-count} > t\text{-table} = 18.362$). This figure is greater than the $t\text{-table}$, namely 2.0024, so it can be concluded that all items in the public service quality variable are valid and significant at the $\alpha = 0.05$ error level.

Reliability Test

Reliability test accuracy of question preparation, research instruments through the Spearman-Brown correlation coefficient. The results of the reliability coefficient and its testing are described as follows:

Table 5. Reliability Test Results of Performance Allowance

| Dimension | t-table | t-count | Decision | Description |
|---------------|---------|---------|-------------|-------------|
| Compensation | 5.396 | 0.945 | Significant | Reliable |
| Commissioning | 6.127 | 0.826 | Significant | Reliable |

Source: Data Processed, 2024

Table 5 shows that the reliability value of the compensation dimension is 5.396, so the compensation dimension is declared significant with a reliable decision. The result of the reliability value obtained for the commission dimension is 6.127, so the provision of commissions is declared reliable.

Table 6. Results of Employee Motivation Reliability Test

| Dimension | t-table | t-count | Decision | Description |
|---------------------|---------|---------|-------------|-------------|
| Internal Motivation | 6.137 | 0.598 | Significant | Reliable |
| External Motivation | 6.798 | 0.625 | Significant | Reliable |

Source: Data Processed, 2024

Table 6 shows that the reliability value of the internal motivation dimension is 6.173, so the internal motivation dimension is declared significant with a reliable decision. The result obtained for the external motivation dimension is the reliability value of the external motivation dimension of 6.798. So that the external motivation dimension is declared significant with a reliable decision.

Table 7. Reliability Test Results of Public Service Quality

| Variable | t-table | t-count | Decision | Description |
|-----------------|---------|---------|-------------|-------------|
| Service Quality | 6.754 | 0.788 | Significant | Reliable |

Source: Data Processed, 2024

Table 7 shows that the reliability value of the public service quality variable is 0.789, so the public service quality variable is declared significant with a reliable decision.

Hypothesis Test

The research was conducted on 35 respondents at the Bureau of Government and Regional Autonomy of the Regional Secretariat of Lampung Province. Hypothesis testing in this study using the SPSS program yielded the following results:

Table 8 Hypothesis Test Results

| Variable | Regression Coefficient (b) | t-count db = 124 | Partial Probability (P) |
|--------------------------------------|----------------------------|------------------|-------------------------|
| Tunjangan Kinerja dan Motivasi Kerja | 1.203 | 7.41665 | 0.000 |
| Constanta (a) | 1.203 : t sig = 0,832 | | |
| Korelasi sederhana (R) | 0.3242 | | |
| Koefisien determinasi (R Square) | 0.6484 | | |
| F-hitung | 7.41665 | | |
| Probabilitas Simultan | 0.000 | | |
| Error | 2.4336 | | |

Source: Data Processed, 2024

In table 8, the regression equation is $Y = 1.187 + 1.203 X_1 + 1.325 X_2 + \varepsilon$. This means that before the measurement of both the performance allowance and work motivation, it turns out that the Performance Allowance variable affects the quality of service, and it turns out that there is already a constant value of 1.203. Likewise, for work motivation before the measurement was held, it turned out that there was already a constant value of 1.325.

Based on the results of testing the significance of table 8, the tcount value = 7.4166 is greater than the ttable value = 1.5457. This shows that according to the test criteria, if tcount is greater than ttable, H_0 is rejected or H_1 is accepted with a confidence level of 95 percent ($\alpha = 0.05$). This shows that the performance allowance and employee motivation have a significant effect on service quality at the Bureau of Government and Regional Autonomy of the Regional Secretariat of Lampung Province.

Then the test results of the Spearman-Brown Correlation coefficient show a correlation coefficient (r) of 0.3242. The value of the relationship shows that the

Performance Allowance variable and work motivation have a significant relationship to the quality of service at the Bureau of Government and Regional Autonomy of the Regional Secretariat of Lampung Province.

The coefficient of determination (R^2) is 0.6484, which means that the magnitude of the contribution of the performance allowance variable to the quality of public services is 64.84 percent. and the effect of work motivation on service quality is 0.6242, or 62.42 percent.

Conclusion and Implication

Conclusion

Based on the results of the study, conclusions can be drawn, namely that Allowance has a positive and significant effect on the quality of public services at the Bureau of Government and Regional Autonomy of the Regional Secretariat of Lampung Province. Employee Motivation has a positive and significant effect on service quality at the Bureau of Government and Regional Autonomy of the Regional Secretariat of Lampung Province. Performance allowances and employee motivation together have a positive and significant effect on service quality at the Bureau of Government and Regional Autonomy of the Regional Secretariat of Lampung Province. The contribution of the performance allowance variable is greater than employee motivation to service quality because employee motivation is only in the sufficient category. This happens because there are still variables that influence decisions but are not studied.

Implication

The implications put forward in this study are that performance allowances need to be increased so that employees can improve the Quality of Public Services by carrying out the tasks assigned to them as public servants. Even though employees often work outside office hours, they can complete their tasks well. Employee work motivation needs to be raised by providing external motivation in the form of gifts or increasing performance allowances so that they can work optimally and the internal motivation of these employees can be improved. Employees need awareness in carrying out their duties and obligations, to want to follow the provisions that apply in the agency, and must always strive to motivate themselves to keep working and completing tasks as a form of responsibility as a civil servant.

Bibliography

- Anastasiadis, L., & Christoforidis, C. (2019). *Evaluating Citizens' Actual Perceptions And Expectations And Assessing E-Service Quality Gap In Public Sector Related To E-Government Services*.
- Ansell, C., Sørensen, E., & Torfing, J. (2021). The COVID-19 Pandemic As A Game Changer For Public Administration And Leadership? The Need For Robust Governance Responses To Turbulent Problems. *Public Management Review*, 23(7), 949–960.
- Arif, M., Syaifani, P. E., Siswadi, Y., & Jufrizen, J. (2019). Effect Of Compensation And Discipline On Employee Performance. *Proceeding UII-ICABE*, 263–276.
- Barusman, A. R. P. (2019). The Effect Of Security, Service Quality, Operations And Information Management, Reliability & Trustworthiness On E-Loyalty Moderated By Customer Satisfaction On The Online Shopping Website. *International Journal of Supply Chain Management*, 8(6), 586–594.
- Barusman, A. R. P., & Habiburrahman, H. (2022). The Role Of Supply Chain Management And Competitive Advantage On The Performance Of Indonesian Smes. *Uncertain Supply Chain Management*, 10(2), 409–416.
- Barusman, A. R. P., & Virgawenda, T. M. B. (2019). Supply Chain Strategy And Service Recovery As An Antecedent Of Customer Loyalty For Insurance Company. *International Journal of Supply Chain Management*, 8(5), 285–293.
- Basalamah, M. S. A., & As'ad, A. (2021). The Role of Work Motivation and Work Environment in Improving Job Satisfaction. *Golden Ratio of Human Resource Management*, 1(2), 94–103.
- Farida, I., Purnomo, A., & Nuzir, F. A. (2018). Development Model Of Public Open Space In Bandar Lampung City's Regional Government. *Journal Opcion*, 34, 879–895.
- Kadir, A., AlHosani, A. H., Ismail, F., & Sehan, N. (2019). The Effect Of Compensation And Benefits Towards Employee Performance. *Proceedings of the 1st Asian Conference on Humanities, Industry, and Technology for Society, ACHITS 2019, 30-31 July 2019, Surabaya, Indonesia*.
- Kolk, B. Van Der, van Veen-Dirks, P. M. G., & ter Bogt, H. J. (2019). The Impact of Management Control on Employee Motivation and Performance in the Public Sector. *European Accounting Review*, 28(5), 901–928.

- Li, Y., & Shang, H. (2020). Service Quality, Perceived Value, And Citizens' Continuous-Use Intention Regarding E-Government: Empirical evidence from China. *Information & Management*, 57(3), 103197.
- Malik, M., & Verawati, N. (2016). *Development of a Public Service Model Through E - Government in Lampung Province*. 6–11.
- Meesala, A., & Paul, J. (2018). Service Quality, Consumer Satisfaction And Loyalty In Hospitals: Thinking For The Future. *Journal of Retailing and Consumer Services*, 40, 261–269.
- Mylona, E., & Mihail, D. (2019). Enhancing Employees' Work Performance Through Organizational Justice In The Context Of Financial Crisis. A study of the Greek public sector. *International Journal of Public Administration*, 42(6), 509–519.
- Nolte, I. M., Bushnell, A. M., & Mews, M. (2020). Public Administration Entering Turbulent Times: A Study of Service Quality during the Refugee Crisis. *International Journal of Public Administration*, 43(16), 1345–1356.
- Nurmandi, A., Lutfi, M., Sumardi, S., & Qodir, Z. (2021). Kualitas Pelayanan Publik Melalui Pendekatan Model Demokrasi pada Era Otonomi Daerah. *Journal of Government Insight*, 1(1), 49–61.
- Nuzulla, A. M. (2019). Pengaruh Remunerasi, Kompensasi Non Finansial, dan Gaya Kepemimpinan Demokratis Terhadap Motivasi Kerja. *Jurnal Ekobis Dewantara*, 2(1), 50–63.
- Oktaviannur, M., & Pratama, A. (2016). *Influence of Work Motivation and Work Discipline on the Performance of Employees in Regional General Hospital in the District Demang Sepulau Raya Central Lampung*. 51–57.
- Osborne, S. P. (2018). From Public Service-Dominant Logic To Public Service Logic: Are Public Service Organizations Capable Of Co-Production And Value Co-Creation? *Public Management Review*, 20(2), 225–231.
- Ozkaser, B. (2019). Impact Of Training On Employee Motivation In Human Resources Management. *Procedia Computer Science*, 158, 802–810.
- Prasetyo, I., Endarti, E. W., Endarto, B., Aliyyah, N., Rusdiyanto, R., Tjaraka, H., Kalbuana, N., & Rochman, A. S. (2021). Effect of compensation and discipline on employee performance: a case study Indonesia. *Journal of Hunan University (Natural Sciences)*, 48(6), 277–298.

- Prihatiningrum, A. A., & Zuraidah, E. (2022). Analisa Kualitas Layanan Aplikasi Mobile Banking pada Nasabah Bjb Cabang Tangerang Menggunakan Metode Servqual. *Journal of Information System Research (JOSH)*, 3(4), 367–373.
- Rezeki, F., & Hidayat, R. (2021). The Effect Of Compensation, Discipline And Achievement Motivation On Employee Performance. *The Management Journal of Binaniaga*, 6(01).
- Rohim, A., & Budhiasa, I. G. S. (2019). Organizational culture as moderator in the relationship between organizational reward on knowledge sharing and employee performance. *Journal of Management Development*, 38(7), 538–560.
- Rusdia, U. (2021). Motivasi Kerja Pegawai Dalam Rangka Meningkatkan Kinerja Di Dinas Kebudayaan Dan Pariwisata Kabupaten Bandung Barat. *JISIPOL | Jurnal Ilmu Sosial Dan Ilmu Politik*, 5(1).
- Sitopu, Y. B., Sitinjak, K. A., & Marpaung, F. K. (2021). The Influence Of Motivation, Work Discipline, And Compensation On Employee Performance. *Golden Ratio of Human Resource Management*, 1(2), 72–83.
- Suriyana, N. (2020). Determinasi Kepuasan Kerja Dan Kinerja Pegawai: Motivasi, Komunikasi, Dan Gaya Kepemimpinan (Literature Review Manajemen Sumberdaya Manusia). *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 2(1), 389–412.
- Suwanda, D. (2019). Regional Performance Allowance Instrument Improving Performance of Government Employees. *International Journal of Economics, Commerce and Management*, 4.
- Wang, H., Xiong, W., Wu, G., & Zhu, D. (2018). Public–Private Partnership In Public Administration Discipline: A Literature Review. *Public Management Review*, 20(2), 293–316.