International Journal Publishing
INFLUENCE: International Journal of Science Review
Volume 8, No. 3, 2026
https://influence-journal.com/index.php/influence/index

The Role of Communication in the Implementation of the Additional Employee Income Policy at the Regional Agency for National Unity and Politics of Central Sulawesi Province

Donal Adrian[1], Edwan[2], Stephanus Bo'do[3], Reyva Alviona Fernanda Priskilla[4], Anita Pahlevi[5], Muchri Ramah[6], Ahmad Fauzan[7], Roman Rezki Utama[8], Maria Lewi Gracia Meintan[9]
[1,2,3,4,5,6,7,8,9] *Universitas Tadulako, Palu, Indonesia*
Email: donal.adrian2014@gmail.com

Copyright © 2026 Donal Adrian et al. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Abstract. This study aims to analyze and describe the role of communication in the implementation of the Additional Income Policy for Employees at the Regional Agency for National Unity and Politics of Central Sulawesi Province. This study employed a qualitative research method. Data were collected through observation and in-depth interviews. Informants were selected using purposive sampling. Data analysis involved data reduction, data presentation, and conclusion drawing. The findings indicate that organizational leaders utilize communication to disseminate policies concerning Additional Income for Civil Servants at the Regional Agency for National Unity and Politics of Central Sulawesi Province. The policy is communicated through written verbal communication, which provides a detailed explanation that additional income is granted based on employees' respective positions. Furthermore, the policy is also communicated orally during meetings, morning assemblies, informal office gatherings, and even through WhatsApp groups. Each form of communication used to convey the policy on Additional Income serves informative, regulative, persuasive, and integrative functions, with the aim of achieving the fundamental objectives of the organization or agency.

Keywords: *Communication, Organization, Policy Implementation, Additional Income.*

A. INTRODUCTION

Improving the performance of government officials is not an easy task, particularly in line with the changes expected by the government and society. Several problems or phenomena occur within the government bureaucracy, both in terms of bureaucratic culture and low work ethic, which are further exacerbated by the inconsistent implementation of government policies. Consequently, the expectations of the central government toward local government bureaucracies often lack a mutually beneficial relationship. Furthermore, several noteworthy issues have persisted from the past to the present regarding efforts to improve the performance of government officials. Such efforts are frequently associated with inadequate levels of employee welfare, particularly when compared with the complexity of their duties and the considerable responsibilities they bear. Another concern within the government bureaucracy is the level of welfare received by employees, which is consistently compared with that of other countries. This situation has implications for the perception that government bureaucracies lack sufficient sensitivity in improving employee performance and motivation, potentially resulting in outcomes that do not meet the government's expectations.

Employees' work capabilities can be developed through participation in education and training programs, thereby enabling them to acquire broader knowledge. Performance is also referred to as work achievement. Lloyd L. Byars and Leslie W. Rue (2000) stated that employee performance appraisal is a step-by-step process of determining and communicating employees' performance in carrying out their duties and, ideally, developing plans for their career advancement. The government can undertake various measures to improve employee performance, one of which is implementing an additional income policy that must be properly

communicated by leaders to their subordinates. According to Kurniawan et al. (2025), communication is an essential skill for human survival, particularly for individuals working within organizations. Communication occurs in every human activity involving interactions with individuals, groups, and government organizations.

The income components of a Civil Servant (PNS) consist of salary, allowances, and honoraria, including overtime pay. However, there are currently other forms of incentives, such as Regional Performance Allowances/Regional Welfare Allowances, or under the new nomenclature, Additional Income for Regional Civil Servants. Under Government Regulation No. 58 of 2005 and Minister of Home Affairs Regulation No. 13 of 2006, additional employee income is defined as supplementary income provided to improve employee welfare based on several criteria: workload, place of assignment, working conditions, professional scarcity, and work performance. The criteria for granting additional income to Civil Servants are further specified in Minister of Home Affairs Regulation No. 13 of 2006. Article 3 stipulates that the workload criterion applies to Civil Servants who are assigned tasks that exceed the normal workload. Article 4 defines the place-of-assignment criterion as applying to Civil Servants who perform their duties in areas characterized by high levels of difficulty and remote locations. Article 5 establishes the working conditions criterion for Civil Servants who perform their duties in work environments involving high levels of risk. Article 6 specifies the professional scarcity criterion for Civil Servants whose duties require specialized and rare skills. Article 7 establishes the work performance criterion for Civil Servants who are considered to have demonstrated outstanding performance in carrying out their duties.

The policy established by the government concerning Additional Income at the Regional Agency for National Unity and Politics of Central Sulawesi Province represents a solution that must be effectively communicated, particularly regarding the amount, disbursement date, and clear details of the nominal amount to be received by each employee at the agency. Communication plays a crucial role in ensuring that every employee understands the provisions established by the central government. Leaders, as communicators, must be able to explain in detail the requirements that employees are expected to fulfill concerning their work responsibilities, as well as the rights they are entitled to receive. Communication plays a highly significant role in the workplace because it can foster positive and conducive performance, facilitate effective employee collaboration, and improve employee performance through the dissemination of information regarding the Additional Income policy (Mulyani et al., 2024).

Effective communication between the leadership of the Regional Agency for National Unity and Politics of Central Sulawesi Province and its employees is highly beneficial, as organizational members are human beings who engage in social relationships through reciprocal communication processes. Social relationships can function effectively because of the role of leaders who are capable of communicating transparently, providing detailed explanations, and professionally implementing the employee Additional Income policy.

B. METHOD

A qualitative research approach was employed to obtain in-depth answers to the research questions concerning a particular research object (Sujarweni, 2025). This research approach was selected to investigate the research problem comprehensively by examining a particular phenomenon or prevailing situation (Sujarweni, 2025). Specifically, this study examines the role of communication in policy implementation.

Observation was conducted to obtain data on behavior, whether intentional or unintentional, including various underlying issues that may exist beyond consciously exhibited behavior (Ratna, 2010). In this study, the researcher engaged directly in the activities conducted

by the research subjects, who served as the sources of research data (Maolani & Cahyana, 2023). Interviews were conducted to obtain information on various aspects from a relatively small number of informants through an in-depth interview process (Maolani & Cahyana, 2023). The interviews employed semi-structured questions, allowing participants the opportunity to express their perspectives and provide insights into the phenomenon under investigation. The data were analyzed based on the stages proposed by Miles and Huberman (as cited in Sujarweni, 2022), consisting of data reduction, data display, and conclusion drawing.

C. RESULT AND DISCUSSION

The process of implementing the Additional Employee Income policy at the Regional Agency for National Unity and Politics of Central Sulawesi Province is governed by Government Regulation No. 58 of 2005 and Minister of Home Affairs Regulation No. 13 of 2006. Under these regulations, additional employee income refers to supplementary income provided to improve employee welfare based on several criteria: workload, place of assignment, working conditions, professional scarcity, and work performance. Carl Friedrich (Purnamasari, 2011) defines a policy as an action proposed by an individual, group, or government within a particular work environment in response to existing obstacles, with the expectation of identifying opportunities to achieve specific objectives. Policy implementation certainly requires the involvement of communication among organizational members, particularly leaders, to ensure that policies are properly communicated and subsequently implemented, thereby improving employee performance within the organization.

According to Rogers and Agarwala (Effendy, 2009:2), an organization is "an established system of people working together to achieve common goals through a hierarchy of positions and a division of labor." Common organizational goals are determined based on the organization's vision and mission, which can be successfully achieved when all organizational members demonstrate good performance. To improve employee performance, regulations concerning Additional Employee Income need to be implemented, and this implementation begins with an effective communication process.

Communication connects individuals' thoughts, feelings, and needs in the workplace. It serves as an instrument used by organizational members to engage in social interactions and convey various matters related to organizational needs, such as communicating messages concerning the Additional Employee Income policy from leaders to employees at the Regional Agency for National Unity and Politics of Central Sulawesi Province.

Communication is a continuous process that has accompanied human life throughout history, including activities within organizations. It broadens individuals' perspectives through various information channels from different sources. This indicates that communication is fundamental and vital for every employee within an organization. It is considered vital because individuals' ability to communicate with one another enables them to maintain optimal work performance and achieve satisfactory job accomplishments. Conversely, an individual's inability to communicate effectively within an organization is regarded as a problem or a form of personality pathology (Wright, in Masmuh, 2008). This suggests that employee performance may decline when the policy concerning Additional Employee Income is not communicated transparently.

Communication plays a strategic role as a managerial instrument that can contribute to improving employee job satisfaction and, consequently, employee performance (Sugiono & Tobing, 2021). Effective communication is essential for an organization and must be considered an integral part of its organizational structure. Its purpose is to serve as a means of control for coordination and employee work motivation, particularly in relation to the

implementation of the Additional Employee Income policy, which must be communicated transparently to all employees (Wisnuh & Nurhasanah, 2005).

Communication is an essential component of implementing government policies directed toward their intended target groups. In this context, the policy concerning Additional Employee Income (TP) at the Regional Agency for National Unity and Politics of Central Sulawesi Province must be communicated effectively to ensure that every employee understands the policy and demonstrates proper work discipline. The provision of TP must be implemented appropriately in accordance with the applicable regulations.

Essentially, this policy is intended to recognize and reward employees who demonstrate greater dedication to their work and possess strong motivation to achieve the organizational objectives of the Regional Agency for National Unity and Politics of Central Sulawesi Province. TP is provided as supplementary income to Civil Servants (PNS), whose regular salaries are considered insufficient to meet their daily living needs. Information regarding the Additional Employee Income (TP) policy is frequently disseminated to all employees at the Regional Agency for National Unity and Politics of Central Sulawesi Province. Such information is communicated not only through formal channels but also through informal interactions. This approach aims to ensure that employees understand the policy, particularly because several requirements and documents must be fulfilled before Civil Servants working within the agency can receive the additional income.

The Additional Employee Income policy for employees aims to support the achievement of optimal performance among employees at the Regional Agency for National Unity and Politics of Central Sulawesi Province. The policy can be communicated through written verbal communication, which provides a detailed explanation that additional income is granted according to each employee's position. Furthermore, the information is also communicated orally during meetings, morning assemblies, informal office gatherings, and even through WhatsApp groups. Each form of communication used to convey the policy serves informative, regulative, persuasive, and integrative functions in supporting organizational activities (Fatmawati, 2022). In this context, these activities are directed toward improving employee performance in order to achieve the objectives established by the organization. Essentially, effective communication can determine role clarity, reduce task ambiguity, and facilitate coordination among work units (Ahyar et al., 2025; Eduard & Mulyana, 2025). The messages conveyed are closely related to the responsibilities of organizational leaders, who must possess the necessary skills to communicate information required by employees.

D. CONCLUSION

Based on the research findings, it can be concluded that communication is a vital instrument within an organization, as it is consistently utilized by leaders to convey important information and facilitate the achievement of organizational objectives. One example is the use of communication to disseminate the Additional Income policy for Civil Servants at the Regional Agency for National Unity and Politics of Central Sulawesi Province. The policy is communicated through written verbal communication, which provides a detailed explanation that additional income is granted according to each employee's position. Furthermore, the policy is also communicated orally during meetings, morning assemblies, informal office gatherings, and even through WhatsApp groups. Each form of communication used to convey the Additional Income policy serves informative, regulative, persuasive, and integrative functions, all of which are directed toward achieving the fundamental objectives of the Regional Agency for National Unity and Politics of Central Sulawesi Province.

REFERENCES

Adinda, D. M., Sahrul, S. O. D. I. K. I. N., Suheti, S., Anisa, P. R., & April, L. A. K. S. A. N. A. (2024). Peran Komunikasi dalam Membangun Hubungan Antar Individi dan Dinamika Tim Terhadap Peningkatan Kinerja Karyawan di Kafe Otsukohi. *Federalisme: Jurnal Kajian Hukum dan Ilmu Komunikasi*, *1*(4), 119-127.

Ahyar, S., Apriyani, R., Herlianur, N., Rahmawati, P., Putri, V. A., & Tobing, N. B. (2025). Gaya Kepemimpinan Partisipatif dan Inovasi Organisasi di Perusahaan BUMN Indonesia. *Perspektif Administrasi Publik dan Hukum, 2*(4), 39–46. https://doi.org/10.62383/perspektif.v2i4.685

Byars, L. L., & Rue, L. W. (2000). *Human Resources Management*. Irwin McGraw-Hill.

Eduard, L. A. P., & Mulyana, A. P. (2025). Pengelolaan Iklim Komunikasi Organisasi dalam Memperbaiki Motivasi Kerja: Studi Kasus pada Store Charles and Keith Summarecon Mall Serpong. *Jurnal Ilmu Komunikasi, Administrasi Publik dan Kebijakan Negara, 2*(4), 10–20. https://doi.org/10.62383/komunikasi.v2i4.621

Effendi, O. U. (2009). *Human Relations & Public Relations*. Mandar Maju.

Fatmawati, I. (2022). Komunikasi Organisasi dalam Hubungannya dengan Kepemimpinan dan Perilaku Kerja Organisasi. *Revorma: Jurnal Pendidikan dan Pemikiran, 2*(1), 39–55. https://doi.org/10.62825/revorma.v2i1.18

Haryoko, S., Bahartiar, & Arwadi, F. (2020). *Analisis Data Penelitian Kualitatif: Konsep, Teknik, dan Prosedur Analisis*. Badan Penerbit UNM.

Kurniawan, D. F., Amanda, A., Lubis, A. S., Septiani, A. T., Nabila, N., & Hanif, M. R. (2025). Peran Komunikasi Efektif dalam Membangun Hubungan yang Harmonis. *Harmoni: Jurnal Ilmu Komunikasi dan Sosial, 3*(2).

Maolani, P. D. R. A., & Cahyana, D. U. (2023). *Metode Penelitian Pendidikan*. RajaGrafindo Persada.

Masmuh, A. (2008). *Komunikasi Organisasi: Dalam Perspektif Teori dan Praktik*. UMM Press.

Peraturan Pemerintah Republik Indonesia Nomor 58 Tahun 2005 tentang Pengelolaan Keuangan Daerah. (2005).

Peraturan Menteri Dalam Negeri Republik Indonesia Nomor 13 Tahun 2006 tentang Pedoman Pengelolaan Keuangan Daerah. (2006).

Purnamasari, I. (2011). *Analisis Implementasi Kebijakan Program Nasional Pemberdayaan Masyarakat Mandiri Perkotaan di Kelurahan Donggala Kodi, Kecamatan Palu Barat, Kota Palu* [Skripsi, Universitas Tadulako].

Rahmadi. (2011). *Pengantar Metodologi Penelitian*. Antasari Press.

Ratna, P. D. N. K. (2010). *Metode Penelitian Kajian Budaya dan Ilmu-Ilmu Sosial Humaniora pada Umumnya*. Pustaka Pelajar.

Sugiono, E., & Tobing, G. I. L. (2021). Analisis Pengaruh Kepemimpinan, Budaya Organisasi dan Komunikasi terhadap Kepuasan Kerja serta Dampaknya terhadap Kinerja Karyawan. *Jurnal Manajemen Strategi dan Aplikasi Bisnis, 4*(2), 389–400. https://doi.org/10.36407/jmsab.v4i2.413

Sujarweni, V. W. (2025). *Metodologi Penelitian Kualitatif: Teori dan Aplikasi*. Pustaka Baru Press.

Wisnu, D., & Nurhasanah, S. (2005). *Teori Organisasi: Struktur dan Desain*. UMM Press.