

THE COMPENSATION POLICY FOR NON-PERMANENT EMPLOYEES DURING THE PANDEMIC TOURISM SERVICE OF BOALEMO DISTRICT

Rikriyanto Neno¹⁾, Azis Rachman²⁾, and Maman Musa³⁾
^{1, 2, 3)} Universitas Bina Mandiri Gorontalo, Indonesia
Email: rikriyanto76@gmail.com

ABSTRACT

This research aims to find out the compensation policy for temporary employees during the pandemic of the Boalemo Regency Tourism Office.

This research is descriptive qualitative. The data collection techniques used in this research was observation, in-depth interviews, and documentation.

The research results showed that financial compensation was very influential on non-permanent employees at the Tourism Office, both from salaries, incentives, bonuses, and allowances; it was clear from the current pandemic conditions. Based on the results obtained, some policies needed to be considered by local governments. As well as the Tourism Office providing financial compensation, including incentives and bonuses, there was no budget for the two types of compensation provided by the Tourism Office to non-permanent employees and ASN. Meanwhile, non-financial compensation also influenced work motivation for all employees in the Tourism Office, non-financial compensation for employees such as providing facilities and a comfortable work environment.

Keywords: Compensation, temporary employees, pandemic period

INTRODUCTION

Each region benefits from local advantages that can be counted on to generate provincial revenue: the tourism industry. With natural resources that will advance and develop an area, Boalemo is one of the most extraordinary traveller objections in this situation. Gorontalo is one of the regions with a great deal of potential for the travel industry, which is vital for the growth and development of the tourist travel industry. In Gorontalo, there are five regencies and one city, each with its tourism industry potential that must be developed, one of which is the Boalemo Rule. Boalemo is a Tourist Destination Area for the travel, social, and culinary industries. The Boalemo regime has seven vacation destinations: the Bolihutuo

Oceanside, Asian Island, Limbatihu beach, Ayuhulalo Cascade, Tenilo Cascade, Ratu Oceanside, and the Bajo Tribe.

Furthermore, by placing in the Top 10 of the National Archipelago Tourism Region, Boalemo Regency demonstrated its success in the tourism sector. However, in early March 2020, the first case of an Indonesian citizen contracting the Coronavirus was discovered. Within a month of the declaration, the Coronavirus spread to numerous urban communities throughout Indonesia. The number of deaths has risen to a high number and continues to rise daily as the number of people exposed to the coronavirus increase.

The rapid spread of the Coronavirus has compelled public authorities to take a

variety of measures to contain the virus's spread, one of which is the designation of the Corona Virus as a non-natural public disaster under the Official Announcement 12 of 2020 on Disaster Certainty. Corona Virus spread is a social disaster. Concerning the impact caused by the Corona virus's designation as a natural disaster, the central government and provincial governments collaborate to manage the Coronavirus, with each partner adhering to the coronavirus response strategy. Boalemo is one of the regions that have seen an increase in Coronavirus cases in the Gorontalo region, and it has taken a unique approach with the ultimate goal of containing the spread of the Coronavirus and preventing it from infecting a large number of people.

One approach that directly impacts feasible areas is the interest in expediting the functional administration of common sense with the ultimate goal of anticipating and understanding the spread of the Coronavirus, which is forwarded directly by the local government. COVID-19 will have a significant impact on the local government's payroll system, with reductions in non-permanent employees (PTT) from October to the end of 2020, or in Indonesian terms, "employee government with work arrangement" (later abbreviated as PPPK). PPPK is a group of Indonesian residents who meet specific needs determined by an operating agreement for a specified period to meet government obligations.

Therefore, the Boalemo Regency Tourism Office must implement a compensation policy for ineffective employees to boost motivation and work spirit and reintroduce a quiet office environment to more human resources, particularly PPPK. Additionally, this policy can be expected to alleviate financial strain on families and further improve the welfare of PPPK during the COVID-19 pandemic.

Management is the process of organizing, coordinating, structuring, supervising, and administering an individual's business association and other hierarchical use of assets. Stoner uses the term process in this definition because management takes several steps to determine and accomplish the business (HR) objectives that have been established previously [2]. Management is a process of completing tasks through the use of other people. This definition implies that managers accomplish authoritative goals by managing other people involved in various types of business and resolving them on a case-by-case basis, which entails cooperating. In English, *management* is defined as "to manage" [3].

Management is seen to be directed due to this agreement, raising questions about what should be managed, why it should be managed, who should manage it, and how it should be managed. These questions are intended to clarify the purpose of management in terms of the most fundamental method of organizing, grouping, leading, and controlling. When viewed through the experts' definition of management, it appears as though management is a tool for accomplishing a task through the use of other people. Where achieving goals is intimately connected to the cooperation of multiple people, because human abilities are limited while human needs are infinite, humans require encouragement to share tasks, work, and responsibilities with others to accomplish agreed-upon objectives, which is also not far away from the socialist nature of humans as mutually dependent creatures.

Human resource management is a management process that prioritizes humans in groups as the most valuable resource due to their critical role in regulating ongoing activities based on expertise. As an operational function, it entails the following:

a) Manpower Procurement.

Obtain labour in quantity and detail under requirements for the accomplishment of hierarchical goals

b) Workforce development.

The workforce development, this expansion should be made possible by remembering that it should be instructive and by preparing training by the association's obligations and capabilities.

c) Compensation

Compensation or commitment made is by employees to the association for the association's goals to be met optimally. All of a worker's commitments should be compensated with various remunerations that motivate them to work better.

d) Integration

The combination of employee responsibilities and abilities is a situation according to their capabilities and potential so that their responsibilities and obligations can be more efficient. Then, ability combined with local conditions and the general climate, to the point where the association must be viewed as an inseparable component of environmental conditions and conditions.

e) Maintenance

It is adhering to the association's best practices. *Support* can be defined as an effort to adhere to the association's conditions to ensure its stability.

f) Distancing

Distancing expands the workforce's capacity to work to benefit the local community. Representatives with tremendous potential, brilliant accomplishments, and productive abilities should be isolated and used as role models for the region by providing special provisions or abilities. Numerous management functions exist [4].

1. Planning

Planning refers to the process of defining the association's goals, developing the methodology that will be

used to accomplish those goals, and designing hierarchical work exercises.

2. Organizing

Organizing is a series of activity processes or authoritative asset allocation as a group plan or hierarchical structure by organizational objectives outlined in the organization's vision and mission statements, hierarchical assets, and business climate.

3. Implementation

It is an activity that guarantees that all individuals who work together strive to accomplish the organization's goals following its administrative preparations and efforts. Another aspect of implementation is the interaction of all types of plans, ideas, thoughts, and newly prepared thoughts, both at the administrative and functional levels, in achieving a company's goals.

4. Control/evaluation

This stage involves evaluating and administering all tasks that have been compiled, collected, and completed under the established standards.

Compensation Concept

a. Definition of Compensation

Compensation is one of the human resource executive's capabilities [5]. Compensation is another critical aspect of employee relations. Compensation combines direct cash payments, backhand instalments as representative benefits, and incentives to motivate representatives to improve their efficiency [6].

Although organizations frequently use the term compensation (inducement) to refer to salaries and wages, the term encompasses a broader concept. The term "remuneration" encompasses more than the number of instalment payments, and the payment amount emphasizes the economic structure or cash in its current form. Meanwhile, payments recall paying for additional types of cash and services

such as merchandise, vehicles, lodging, and remittances, as well as health offices for clinical care. Thus, wages are the only compensation employees receive from the association for work performed [7].

The compensation provided by the company is significant in terms of meeting the workers' needs. Given legal compensation, workers will work optimally to honestly want to assist by extending the maximum (benefit) desired by the organization. Compensation for work performed under employees' wishes can energize workers' energy to occasionally work more efficiently, thereby affecting the development of representative work results.

Compensation is a critical component of fulfilling positions and contributes to framing workers' mentalities at work. Even though remuneration affects fulfilment and acts as an input that can cause employees' behaviour to change, it is reasonable to assert that compensation contributes to society's development, as compensation is the primary driver of development in developed countries, since particular residents of the neighbourhood work as labourers in both public and private sectors.

Compensation affects their ability to purchase the items they require. Compensation establishes the quantity, type, and nature of goods submitted by employees and required by residents. Compensation is considered one of the variables that affect the degree of representative implementation directly or implicitly. Compensation for workers must be prominent enough to be noticed by the executive office to maintain employee inspiration and rely on employee performance to grow.

As demonstrated by [8], financial compensation is divided into two

components: direct financial payments such as salary levels, wages, and bonuses, and indirect financial payments such as stock options. Moreover, compensation is provided in other ways, such as health benefits, vacation allowances, pocket money, lodging allowances, and training allowances. Furthermore, while non-financial is divided into two categories, tasks/jobs and work environment, financial is divided into two categories. Job-related factors include an organized approach, a suitable job (interesting, challenging), advancing, and obtaining a favourable situation moreover, while the work environment is essential, such as providing facilities and a comfortable work environment.

Compensation to workers is generally classified into four categories: 1. Salary and wages; 2. Additional incentives or additional payments provided by the association; and 3. Benefits such as welfare and life insurance, coverage for organization-related events, annuity programs, and other business-related benefits. 4. An office capable of handling a sizable salary, particularly for highly compensated leaders.

b. Principles and Objectives of Compensation

Appropriate compensation guidelines should be based on reasonable legal standards and should emphasize compliance with applicable employment laws [9].

1) Principle of Compensation

a. The justice principle

Compensation affects how employees behave in a business, and compensation arrangements that are not based on the principle of fairness provide consistent rewards for employees who perform tasks equally well.

b. The feasibility and justice principles

The compensation received by workers must include adequate and healthy options for resolving personal and family issues. Thus, the amount of compensation is used to describe the employee's status, recognition, and level of satisfaction with the requirements, all of which will be appreciated by the employee and their family.

Purpose of compensation

a. Employment bond

Compensation will impose an obligation on the organization and its employees to work cooperatively in a hierarchical structure where the organization and its employees are mutually dependent. Each employee must undoubtedly be compensated their life and thus must perform their duties to the best of their ability under the organization's wishes. While the organization requires personnel and employee capabilities for organizational purposes, the organization must pay employees following the terms of the employment agreement.

b. Job satisfaction

Employees Work with the capacity, information, capability, time, and effort indicated for hierarchical purposes. By this, the organization must provide rewards commensurate with the contributions made by employees to ensure employee job satisfaction.

c. Effective procurement

When employees join an attractive compensation program, strong recruitment occurs, and future qualified employees with high capacity and ability emerge, adjusted by the organization's steps.

d. Motivation

Compensation is appropriate and will motivate employees to achieve the best possible work results and benefits. Organizations typically provide motivators in cash and various prizes

to increase employee inspiration. Adequate compensation enables administrators to guide employees more easily toward organizational goals.

e. Justice management

The best compensation will ensure that the association's employees are treated fairly. Compensation is also contingent on internal and external equity. Fairness refers to the payment of wages commensurate with the relative quality of a position, work, and worker performance. Additionally, the compensation arrangement will ensure employee stability.

f. Discipline

Employers can improve their employees' commitment to work by providing adequate compensation. Workers will act under the association's needs. Additionally, employees will be aware of and adhere to applicable organizational policies. Disciplinary behavior demonstrates an employee's appreciation for the salary they receive from the organization.

g. Influence of labor unions

The organization's presence cannot be divorced from the influence of labor unions or labor unions. This association will affect the amount of compensation paid to employees by the organization. It is frequently discovered that the organization provides a high level of remuneration to its employees and vice versa. With a proper and adequate remuneration program in place, the organization will avoid the influence of labor unions. A trade union is an organization that advocates for employees' rights and interests. This association will fight for its members' rights and obligations.

h. Government influence

Public authorities ensure that individuals have a fair chance at work and life. Thus, public authorities issue

various strategies and administrative guidelines that fundamentally protect workers and persuade businesses and organizations to contribute capital. In this regard, public authorities establish the regional minimum wage (UMR) or basic compensation that employers must provide to employees. The government's presence is critical to ensuring that organizations do not act arbitrarily in determining how much workers are paid. Government mediation can be avoided to a degree if an association's compensation program complies with permanent hunting law. Surprisingly, the association will earn a good reputation for assisting public authorities in filling open positions and revitalizing the local community.

Compensation Concept

a. Compensation System

Compensation is made up of two components: direct salary and correlative salary. Pay rates are examples of direct remuneration, whereas correlative payments include incentives, worker administration, government-supported pensions, and protections. A payout framework entails determining the amount of remuneration to be paid and the method by which it will be paid.

b. The Compensation System's Purpose

The compensation system's primary objective is as follows:

1. Appreciating work performance by providing adequate compensation is one way for an organization to demonstrate its appreciation for the work performed by its employees.
2. Ensuring the fairness of an appropriate payment framework ensures the organization recognizes representation equality. Each employee will be awarded a prize based on his or her responsibilities, capacity, position, and work performance.
3. Retaining employees, an appropriate

pay structure will make employees feel secure, thereby lowering employee turnover.

4. Hiring qualified personnel and establishing a competitive compensation structure will attract additional employees shortly. With such a large number of candidates or employees planned, organizations will have many options for hiring great employees from current and future candidates.
5. Cost control will reduce registration repetition through an appropriate payment framework as an increasing number of candidates return home, resulting in cost savings.
6. Under the material guidelines, the appropriate payroll organization framework will adapt the applicable laws and guidelines to keep claims away from employees and other third parties.

Factors affecting the compensation system

a. Productivity

Each organization is responsible for implementing the optimal benefits. These benefits may be intangible. Therefore, every organization should have the option of increasing the efficiency of a representative task in order to provide the organization with an outstanding commitment. Organizations must not pay or provide fees that exceed their employees' commitment or efficiency.

b. Financial capability

Payment is contingent upon the organization's ability to pay. The organization cannot pay remuneration that is proportional to its financial capacity. An organization is paid more than its capacity, it will be liquidated.

c. Punitive justice

The ability to pay will affect the remuneration strategy used to

compensate employees. Many organizations offer competitive salaries, but not all organizations do.

d. Supply and demand for labor.

The labor force's size will affect the pay scale. Employees who do not possess capacities or abilities that exceed those of the average labor force will, on average, earn less than workers with greater capacities and abilities.

e. Labor union

Labor unions, employee associations, and workers' organizations will influence the remuneration strategy. Unions generally advocate for their members' right to a fair, adequate, and reasonable salary. If an organization is not paying proper remuneration, the association will sue.

f. Applicable laws and regulations.

Business laws and regulations are currently undergoing a thorough examination, as this approach involves direct contact with workers as a critical component of the organization that requires protection. Legislation and regulations will undoubtedly affect how organizations pay their employees—for instance, labor laws and UMR standards.

Compensation Program

The compensation program is almost certainly going to be the organization's primary focus and its employees. The program will detail the organization's interest in its employees and the level of commitment the employees will make to the organization. There are eight critical components to a compensation program that must be considered, including the following:

a. Organization in charge of compensation

Large companies require effective compensation organization and administration because the compensation provider is responsible for more than just paying and

distributing salaries to employees; they must also consider their capabilities, productivity, and other factors.

b. Techniques for Compensation

1. A single strategy is a method for determining essential compensation based on the employee's most recent acknowledgment or proper instruction. Thus, an individual's class degree and essential compensation are determined solely by the final normalized confirmation. For instance, if a civil servant holds a formal bachelor's degree, the gathering is III-A at that time.

2. Various technique is a method of determining a starting salary based on various factors, including diplomas, the nature of the work, formal education, and experience. As a result, there is no enforceable standard for actual remuneration. This was discovered in the entire organization but in an unsurprising location.

c. The compensation structure

A proper remuneration structure embraces fairness; this does not mean that all employees will earn the same wage, but that each employee will be compensated according to his or her job responsibilities. This work responsibility does not refer to the size or fineness of the task from a practical standpoint but rather to the job obligations it entails for the organization's maintenance.

d. Compensation program as a stimulant of employment

Developing a pay program is not solely about instilling a sense of time, effort, and hierarchical ideas but also about enhancing and further developing a diligent attitude. Each representative will recognize that their efforts and profits benefit both the association and their family with this compensation.

- e. Additional sources of income for employees.

Appropriate remuneration programs essentially allow workers to earn additional wages and their compensation or regular wages. Additional wages include, but are not limited to, the distribution of organizational benefits to employees (not only to owners of capital, through awards, giving leave money).

- f. Ensure unequal income distribution and an increase in the number of hours worked.

Each employee of the organization believes that necessitate cuts (layoffs). As such, the pay program must ensure that the organization provides a minimum level of income foremployees in order for them to work the salary earned will not decrease, and each employee hopes that the salary earned will continue to increase incrementally. Likewise, they do not optimally.

- g. Cover the cost of administrative meetings.

Each organization's pioneer or chairman is an association accountable for the organization's life and death. As a result, it was only natural that their compensation was more prominent than ordinary workers.

- h. Future possibility

Possibilities must also be included in the remuneration program's development. A three-tier estimate is required to determine the future's probability. This implies that when designing a payment program, one should consider the association's historical circumstances, its current status, and the possibility of future associations.

RESEARCH METHOD

The type of research is qualitative. This research attempts to describe a current event; this research focuses on

fundamental problems because it is a point of exploration.

The reason for using this research method is to mention facts that can be observed directly, locate and obtain data directly from information sources through meetings and documentation of gathered information, and ascertain compensation policies for non-permanent employees during the Tourism Office pandemic.

RESEARCH RESULTS

The following are the research findings:

1. Financial compensation is extremely research-intensive. While the local government and Tourism Office must consider several policies when providing financial compensation, including the provision of incentives and bonuses, there is no budget for the Tourism Office's two types of compensation for temporary employees and civil servants.
2. Non-monetary compensation affects all employees at the Tourism Office; these policies include providing facilities and a pleasant work environment. The tourism office has provided employees with the resources necessary to complete tasks, such as a comfortable workspace, laptops for program preparation and reporting, and official cars for employees on official trips.

DISCUSSION

1. Financial Compensation

The overall purpose of compensation is to assist the company in achieving strategic goals and to ensure that work is pretty compensated for supporting the needs and operation of the company's activities. The Tourism Office compensates employees in the form of financial compensation; financial compensation encompasses all

forms of compensation; awards in the form of financial compensation provided by the company to its employees as compensation for a job well done [11].

Based on the results of direct interviews with related parties, it can be concluded that salaries significantly impact employees' productivity, particularly non-permanent employees in the tourism office. Compensation can also aid in continuing tourism office activities and programs during the current pandemic era.

Compensation does not have to be in the form of a salary; it can also take the form of bonuses. Proper incentive arrangements can inspire employees to work because they feel valued for their abilities; this motivating force is also a component of compensation given that is not fixed or variable based on the employee's performance [12]. With the primary goal of providing responsibility and consolation, it represents in order for them to perform the quality and quantity of work required. The implementation of incentives for employees at the Tourism Office is severely lacking. Tourism must be considered in improving employee performance, especially given the current pandemic conditions, where this incentive is severely lacking for ASN employees and non-permanent employees.

Along with incentives, there are bonuses/rewards for exceptional employees. These awards are given on an irregular basis and are based on work results and employee accomplishments. Rewards are the organization's direct remuneration for the work performed by employees. It is incorporating indications of appreciation from the organization and plans to inspire additional workers to be effective. When awarding this award, the head of the tourism office applies it to all employees, whether ASN or non-permanent; this bonus is not given by the tourism office but by the head of the

service; he stated that due to the budgeting aspect of our bonus provision from the service, no bonus budget was prepared. As the manager of this service, the Researcher appreciates the employee's efforts. The presence of tenacious and extraordinary employees will also contribute to mutual progress. As a valuable resource, unmatched worker presence requires exceptional treatment to persuade and convince other employees.

In terms of improving employee performance, of course, one of the government's efforts to ensure the stability of human resources is to provide TKD. The local government has made significant progress in completing administrative changes by compensating workers in the Boalemo Regency local government. In Boalemo Regency, particularly at the Tourism Office, the provision of TKD is limited to ASN employees.

2. Non-financial Compensation

Non-monetary compensation can take the form of various types of satisfaction gained from work, whether through actual performance or as a mental climate in addition to the physical climate in which one works. Work fulfillment entails imaginative effort, challenges, obligations, and opportunities for self-improvement workplace fulfillment, such as pleasant coworkers, adequate offices, and open working conditions. The tourism office has supported employees' performance by providing a comfortable workspace, procuring laptops for program preparation and reporting, and providing official cars for employees traveling on official business. And so forth that assist in accomplishing the task.

In order to improve performance, it is also necessary to consider employees' educational backgrounds, precisely the fit between the field of information sought by employees and the field of obligation and level of education. This means that an employee's level of education affects their

work results; the higher an employee's level of education, the better his work or the work provided to the company by the employee. This is the standard by which the tourism office assigns tasks and responsibilities, as evidenced by interviews with all informants, who stated that assignments would be tailored to the employees' educational backgrounds and abilities.

The determination and division of positions in the tourism office are based on the degree of responsibility of an employee. It has in carrying out his duties; assignment of this position is not just about placing an employee in a position; it is also about how the employee can perform at his best. The office level is defined as an orderly technique used to collect and verify data on work and human resource requirements and make arrangements for work to be completed [13]. As the head of the service stated, all officials assigned to one position in the OPD or SKPD were evaluated based on the burden of responsibility they carried. Furthermore, employees who are currently employed in a position have been considered into account by the regional performance appraisal team (TPKD).

Moreover, the tourism office assigns each employee their specific duties and responsibilities; in addition to the primary tasks, several employees are assigned additional duties. By additional duties, we mean a different task or task that is related to the worker's obligations. The conditions referred to and not in the determined SKP. This additional division of tasks is not based on coercion, but on the employees' willingness to perform the work, as stated in the head of the service's statement that each employee who performs additional duties will receive a separate salary in addition to the monthly salary he receives for performing his duties. That was accomplished.

The higher an employee's position, the greater the percentage received; the percentage includes salary, incentives, and

benefits received by the employee based on position and class of employees, as conveyed by the service's head. If each employee is obtained, it is clear from the Regional Minimum Wage that the amount of salary obtained is determined by position and class; the higher the position, the greater the salary obtained.

CONCLUSION

The Tourism Office compensates its employees, particularly non-permanent employees, in various ways, both financial and non-financial. In the tourism office, financial compensation is provided in salaries, incentives, and bonuses. Meanwhile, employees may receive non-monetary compensation in facilities and a favorable work environment. In this case, the Tourism Office's compensation significantly impacts employee performance. The following conclusions can be drawn from the research findings and formulation of the research problem:

1. As evidenced by the current pandemic conditions, financial compensation has a significant impact on non-permanent employees at the Tourism Office, including salaries, incentives, bonuses, and allowances. There is no budget for the two types of compensation provided by the Tourism Office for non-permanent employees and ASN.
2. Non-monetary compensation affects all employees at the Tourism Office; these policies include providing facilities and a pleasant work environment. The tourism office has provided employees with the resources necessary to complete tasks, such as a comfortable workspace, laptops for program preparation and reporting, and official cars for employees on official trips.

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