

Public Employee Survey of Bureaucracy Reform

Version 5.0 - Master Survey

For Office Use Only						
Survey Number: _____						
Survey:	1)	T-CP	2)	T - DP	3) T-RP	4) C
Date of survey: _____						
Session ID: _____						
Team ID: _____						
Administration Method: (1) Class (2) Face-to-face (3) Other						

Thank you for participating in the survey. We appreciate your time, willingness and effort to contribute towards this goal. The survey should not take more than 30 minutes of your time. All responses are collected anonymously and combined with those of several thousand other respondents. At no point do we ask for any specific identifying information from you. While we are interested in the perceptions of individuals at different levels of the civil service, we are not interested in attributing these responses to the individuals themselves. Thus, all responses will be anonymous.

You must answer all questions, except those indicated as “Optional”.

Thank you for your time and consideration.

In 2006, the government of Indonesia introduced the Bureaucracy Reform (BR) initiative. The initiative makes significant changes in the remuneration of public employees.

[Control group] We are interested in your thoughts about this initiative.

[TCP = Treatment “Citizen Welfare” Group]

These changes were introduced to enable public sector employees to better serve the citizens of Indonesia. We are interested in your thoughts about this initiative.

[TDP = Treatment “Salary Decompression” Group]

These changes were introduced to better match public sector salaries to employee competence, experience, and levels of responsibility. Therefore, employees of equal rank

in the same KL may receive different BR allowances. The allowances of some may even be twice as high as the allowances of others, even in the same rank and K/L. We are interested in your thoughts about this initiative.

[TRP = Treatment “Rents” Group]

These changes were introduced to make work in the public sector more attractive to experienced and competent people. Therefore, the BR initiative substantially raises public sector salaries, especially for high rank public employees. We are interested in your thoughts about this initiative.

1. To what extent do you agree with the following statements:

	Strongly disagree				Strongly agree
	(1)	(2)	(3)	(4)	(5)
(1.1) The BR initiative is a good idea overall.	(1)	(2)	(3)	(4)	(5)
(1.2) Others of the same rank in your K/L <u>contribute more</u> than is expected of them in their jobs.	(1)	(2)	(3)	(4)	(5)
(1.3) Your <u>pay is fair</u> compared to staff doing similar jobs in <u>other K/Ls.</u>	(1)	(2)	(3)	(4)	(5)
(1.4) Your <u>pay is fair</u> compared to staff doing similar jobs in <u>your K/L.</u>	(1)	(2)	(3)	(4)	(5)
(1.5) Promotions, raises, and bonuses <u>go to those who work hard</u> to achieve the goals of the K/L.	(1)	(2)	(3)	(4)	(5)
(1.6) Management in your K/L is focused on <u>serving the country's</u> interests.	(1)	(2)	(3)	(4)	(5)
(1.7) In your K/L, employees are willing to accept change initiatives, such as restructuring and changes to their responsibilities and authority.	(1)	(2)	(3)	(4)	(5)

2. In general, would you say that most people in your K/L can be trusted, or that you can't be too careful in dealing with the people in your K/L.

(1) Most people in my K/L can be trusted

(2) You can't be too careful in dealing with people in my K/L

3. In general, would you say that most people in other K/Ls can be trusted, or that you can't be too careful in dealing with the people in other K/Ls.

(1) Most people in other K/Ls can be trusted

(2) You can't be too careful in dealing with people in other K/Ls

4. On any given day, what is your best guess of the approximate percentage of others of your rank in your K/L who stop work and leave early, or spend a lot of time on personal matters (more than two hours)?

- | | | |
|-------------|------------|-------------|
| (1) 0 -10% | (3) 20-30% | (5) 50-100% |
| (2) 10 -20% | (4) 30-50% | |

5. On any given day, approximately what percentage of others of your rank in your K/L continue to work past official hours [XX?]?

- | | | |
|-------------|------------|-------------|
| (1) 0 -10% | (3) 20-30% | (5) 50-100% |
| (2) 10 -20% | (4) 30-50% | |

These questions ask you about your perceptions of your work environment in your K/L.

6. How do you compare your K/L as a place to work with private sector firms that are in a similar area as your K/L?

Much worse (1) Worse (2) Neither better nor worse (3) Better (4) Much better (5)

7. To what extent do you agree with the following statements:

	Strongly disagree							Strongly agree
	(1)	(2)	(3)	(4)	(5)			
(7.1) Graduates of the country's most elite university(ies) think a career in your K/L is the <u>best possible public sector career option</u> .	(1)	(2)	(3)	(4)	(5)			
(7.2) Your K/L easily recruits <u>high quality staff</u> .	(1)	(2)	(3)	(4)	(5)			

(7.3) You are proud to work
at your K/L.

(1) (2) (3) (4) (5)

8. Officials of your rank (golongan) enter the civil service through a selection process that includes a formal examination, interviews and other steps. _To what extent do you agree with the following statements?

Strongly disagree ← (1) (2) (3) (4) (5) → Strongly agree

(8.1) The selection process
Identifies the best
people for the job.

(1) (2) (3) (4) (5)

(8.2) In nearly all cases,
jobs in the civil service
are assigned based only on
the results of that selection
process.

(1) (2) (3) (4) (5)

The questions on this and the next page provide you with two hypothetical K/Ls and ask you which K/L is closest to yours in terms of the activity described.

Two K/Ls promoted the same number of people. However:

In K/L 1: Most promotions went to people who did not meet the formal qualifications for promotion.

In K/L 2: Most promotions went to people who did meet the formal qualifications for promotion.

9. Which of these best describes your K/L?

- (1) K/L 1, where most promotions went to people who did not meet the formal qualifications.
- (2) K/L 2, where most promotions went to people who did meet the formal qualifications.

10. Please give us the two most likely reasons that people who did not meet the formal qualifications were nevertheless promoted in K/L 1.

- (1) Formal qualifications do not match the qualifications needed to do the job

- (2) Political connections
- (3) Manager favoritism
- (4) Side payments
- (5) Other (please specify)

Two K/Ls regulate individuals and organizations outside the K/L. Both K/Ls declared most individuals and organizations to be in compliance with the regulations. However:

In K/L 1: Many of those that were declared to be compliant with the regulations were not actually compliant.

In K/L 2: Nearly all of those that were declared to be compliant with the regulations were actually compliant.

11. Which of these K/Ls best describes your K/L?

- (1) K/L 1, where most who were declared to be compliant were not actually compliant.
- (2) K/L 2, where most who were declared to be compliant were compliant.

12. Please give us the two most likely reasons why K/L 1 declared many noncompliant individuals and organizations to be compliant.

- (1) Unclear regulations
- (2) Managers give unclear instructions about how to implement regulations
- (3) Political connections
- (4) Side payments
- (5) Managerial favoritism
- (6) Other (please specify)

13. Do you have direct experience with how your K/L enforces regulations?

- (1) Yes
- (2) No

14. To what extent do you agree with the following statement:

Strongly disagree ← (1) (2) (3) (4) → Strongly agree (5)

Punishments may include things like undesirable postings, delayed promotions, denying meeting allowances, among others.

These (1) (2) (3) (4) (5)
punishments are applied to those who do the least to further the goals of the K/L.

15. Do most people in your K/L use a fingerprint machine to record their arrival and departure from work?

(1) Yes (2) No

NOTE: Some questions below refer to total income, of all kinds, from your K/L job. Total income includes, for example, pension benefits, health benefits, housing benefits, accident insurance, life insurance, meeting allowances, car benefits, transportation benefits, meal benefits, etc.

16. This section of the survey asks you to describe any changes in your K/L that you might be able to recall since 2006, when the BR initiative was announced. If you started working in the K/L after 2006, please describe any changes since you began working the K/L.

Please indicate to what extent you agree with the following statements.

Strongly disagree ← (1) (2) (3) (4) → Strongly agree (5)

(16.1) the demands on the staff of your K/L and their workloads have increased. (1) (2) (3) (4) (5)

(16.2) the percentage of others of the same

rank (golongan) in your K/L leaving work <u>early has decreased.</u>	(1)	(2)	(3)	(4)	(5)
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(16.3) the percentage of others of the same rank (golongan) in your K/L that work late <u>has increased.</u>	(1)	(2)	(3)	(4)	(5)
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(16.4) management is more
focused on
serving the
country.

(16.5) the overall <u>quality of</u> <u>new applicants</u> has improved.	(1)	(2)	(3)	(4)	(5)
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17. Have employees in your K/L already started to receive the BR allowance in their paychecks?

- (1) Yes (go to question 17.2 – 17.5 before continuing)
- (2) No (answer only question 17.1 before continuing)

(17.1) (Answer if your K/L has not received the BR allowance): What is your best guess about when employees in your K/L will actually receive the BR allowance in their paychecks?

- (1) less than 6 months from now
- (2) more than 6 months, but less than 12 months
- (3) More than a year
- (4) Don't expect to get the allowance
- (5) Don't know

Answer 17.2 – 17.5 only if your K/L <u>has</u> received the BR allowance.

(17.2) Think about your total income before the BR allowance. Compared to your total income before the BR allowance, would you say your total income today is...

- (1) Much lower (2) Lower (3) About the same (4) Higher (5) Much higher

(17.3) Think about the total income of others of the same rank as you in your K/L. Relative to others of the same rank as you, would you say your total income today is...

- (1) Much lower (2) Lower (3) About the same (4) Higher (5) Much higher

(17.4). About how many cases can you think of where the BR allowance has been withheld as a punishment in your K/L?

(1) None (2) 1-5 (3) 6-10 (4) 11-15 (5) 16 or more

(17.5) Please give us the two most common reasons as to why the punishments occurred.

- (1) I can think of no cases where punishment occurred.
- (2) Absenteeism
- (3) Indiscipline
- (4) Poor performance
- (5) Manager prejudice
- (6) Political reasons
- (7) Other (please specify)

The questions below ask you about your perceptions about the relationship between the minister and his or her K/L. They ask what ministers might do if their policies are not implemented. Even though you may not be in contact with your minister in your daily tasks, we would like to know your thoughts regarding these issues.

18. To what extent do you agree with the following statements.

The minister should have the authority to remove senior staff...

Strongly disagree ←————→ Strongly agree
(1) (2) (3) (4) (5)

(18.1) . . . who are not
following policy priorities. (1) (2) (3) (4) (5)

(18.2) . . . who he or
she thinks are not
performing. (1) (2) (3) (4) (5)

19. Sometimes K/Ls do not respond rapidly to ministers requests. Below are some reasons why it K/Ls cannot always respond rapidly to a minister's request. We would like to know what those reasons are in your K/L.

Please indicate whether you agree or disagree with the following reasons why it is sometimes not possible, in your K/L, to respond rapidly to the minister's request.

	Strongly disagree				Strongly agree
	(1)	(2)	(3)	(4)	(5)
(19.1) The K/L is already overloaded with work.	(1)	(2)	(3)	(4)	(5)
(19.2) The new policy idea looks technically impractical.	(1)	(2)	(3)	(4)	(5)
(19.3) The minister might change her/his mind again rapidly.	(1)	(2)	(3)	(4)	(5)
(19.4) All new policy initiatives from the minister should be reviewed critically before considering implementation.	(1)	(2)	(3)	(4)	(5)
(19.5) The President sets policy, the minister should focus on implementation.	(1)	(2)	(3)	(4)	(5)

20. To what extent do you agree with the following statement:

	Strongly disagree				Strongly agree
	(1)	(2)	(3)	(4)	(5)
Specialists from outside the civil service should be brought into senior positions in the K/L to improve the implementation of	(1)	(2)	(3)	(4)	(5)

policies.

NOTE: Some questions below refer to total income, of all kinds, from your K/L job. Total income includes, for example, pension benefits, health benefits, housing benefits, accident insurance, life insurance, meeting allowances, car benefits, transportation benefits, meal benefits, etc.

21. For individuals of your rank (golongan), compared to other K/Ls, how high is the total job-related income / standard of living in your K/L?

- (1) Much lower (2) Lower (3) About the same (4) Higher (5) Much higher

22. Compared to the managers of those private sector firms in a similar area as your K/L, what is your best guess of the total income of higher officials in your K/L with roughly comparable qualifications and responsibilities?

K/L higher officials' total income is:

- (1) Less than 50% of the private sector managers' income
- (2) 50%-80% of private sector managers' income
- (3) 80%-90% of private sector managers' income
- (4) Comparable to private sector managers' income
- (5) Higher than private sector managers' income

23. For individuals of your rank (golongan), compared to other K/Ls, how prestigious is it to work for your K/L?

- (1) Much less prestigious (2) Less prestigious
- (3) Neither more nor less prestigious
- (4) More prestigious (5) Much more prestigious

24. To what extent do you agree with each of the following statements about why the BR initiative was introduced?

Strongly disagree ← (1) (2) (3) (4) (5) → Strongly agree

(24.1) The BR initiative was introduced to enable public sector employees to better serve the citizens of Indonesia.

(1) (2) (3) (4) (5)

(24.2) The BR initiative was introduced to better match public sector salaries to competence, experience, and levels of responsibility.

(1) (2) (3) (4) (5)

Therefore, employees of equal rank in the same K/L may receive different BR allowances. The allowances of some may even be twice as high as the allowances of others, even in the same rank and K/L.

(24.3) The BR initiative was introduced to make work in the public sector more attractive to experienced and competent people. Therefore, the BR initiative substantially raises public sector salaries, especially for high rank public employees.

(1) (2) (3) (4) (5)

We would like to ask you a few questions about you. Please answer to the best of your ability.

25. What is your gender?

(1) Male

(2) Female

26. What is your age (in years)? _____

27. Please indicate which K/L you currently work for:

1) Supreme Audit Agency (BPK)

2) Ministry of Administrative and Bureaucratic Reform (MenPan)

3) Directorate General, Tax (Pajak), Ministry of Finance.

4) Directorate General Treasury (Perbendaharan), Ministry of Finance

5) Ministry of Industry (Perindustria)

6) Food and Drug Bureau (BPOM)

7) Statistics Agency (BPS)

8) Science Agency (LIPI)

9) Ministry of Agriculture (Pertanian)

10) Ministry of Manpower and Transmigration (Tenaga, Transmigrasi)

11) Ministry of Education and Culture (Pendidikan)

12) Ministry of Public Works (Pekerjaan)

13) Ministry of Transportation (Perhubungan)

14) Ministry of Energy and Mineral Resources (Energi)

15) National Land Agency (Pertanaken)

28. Please indicate your current rank (golongan) in your K/L:

(1) IIIA (2) IIID (3) IVA (4) Other (please write here): _____

29. Please indicate your grade as part of the BR allowance in your K/L (Please answer if this applies to you, otherwise enter "NA"):

30. Are you...

(1) Structural staff

(2) Functional staff

(3) Other staff

31. How long (in years) have you worked in the civil service? _____

32. How long (in years) have you worked in your K/L? _____

33. Please indicate the highest degree you have earned:

- (1) High school diploma
- (2) One year college diploma (Diploma 1)
- (3) Three year college diploma (Diploma 3)
- (4) Diploma 4 or Bachelor's degree or equivalent (S1)
- (5) Master's degree or equivalent (S2)
- (6) Doctorate or equivalent (S3)

34. Please think about the total income of your household every year, and the fraction of that total income that comes from your employment with your K/L. What would you say is the fraction of your household's total income that comes from your employment with your K/L?

My K/L related income is:

- (1) less than 25% of my household's total income
- (2) At least 25% and less than 50% of my household's total income
- (3) At least 50% and less than 75% of my household's total income
- (4) At least 75% and less than 90% of my household's total income
- (5) At least 90% of my household's total income

THANK YOU

Thank you for completing the survey.

35. [OPTIONAL]. Please tell us your thoughts about the BR reform. Are there any policies or regulation changes you would like to suggest?