THE INFLUENCE OF APPRECIATION AND RECOGNITION, CAREER PROMOTION, TRAINING & DEVELOPMENT TOWARDS THE CIVIL SERVANTS' PERFORMANCE IN DEPERTMENT OF AGRICULTURE IN MINAHASA

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ABSTRACT

Human resource is very crucial in order to achieve the organizational goals. It is an indispensable factor to every organization, including government agencies, corporations, and also social enterprises. In government institution, the performance of civil servant plays a vital role in creating the good government for the society. This research is designed because of there are several situations or effects happened caused by performance of civil servant. The original purpose of this research is to analyze the non-financial incentives method focuses on appreciation & recognition, career promotion and training & development towards the civil servants' performance. This research is a quantitative research that associative with multiple linear regression analysis technique. The population in this research is the civil servant who works in Department of Agriculture in Minahasa, whereas 50 civil servants were conducted as the sample of respondent in this research. The result of this research shows that there is significant simultaneous and partial influence of Appreciation & Recognition, Career Promotion and Training & Development in Department of Agriculture in Minahasa. Therefore, to enhance the performance of the civil servant in Department of Agriculture in Minahasa these three factors should be considered intensively by the government.

Keywords: non-financial incentives, civil servant performance

INTRODUCTION

In order to facing globalization, some common business issues arise and causing companies or organizations unable to survive or even fail. Bau and Dowling (2007) stated that there is no doubt that human resource management is one of the most important functions for any company. Human resource is essential to achieve organizational goals in either large and small organizations or companies.

The majority of the organizational theorists unanimously agree that in today's highly competitive and dynamic environment, employees are an integral part of any organization because the large part of the daily operations are tended by them (Lai, 2009). Employees are the primary asset that needs to be maintained properly. They are key role in achieving organizational success and the important factor for management to carry out the activities of organization. In other words, all the success of an organization in achieving its strategic objectives depends on the performance of employees in providing good services.

The performance of employee also plays an indispensable role in the organizational growth. Motivation seems to be one of the most important tools of managing the employee's performance to support rewards policy in work environment. One of several methods used in the working environment to improve employee motivation is the application of incentive. Incentives are the form of salaries, wages, and various awards given to employees related to the contribution of the employee in achieving corporate goals. In addition, incentives can also provide motivation for employees to be able to improve performance. Erbaşı and Arat (2012) examined that it is very common at such premises that there are often financial and non-financial incentive applications in

order to award the employees with a high performance level and to encourage the ones with lower performance levels for higher performance.

The role of incentive is quite large to form a potential employee. In government institution, the performance of civil servant plays a vital role in creating the good government for the society. To implement that goal, the government agencies also provide the incentives program in order to increase the performance of civil servant. The problem happening in Indonesia specifically in Minahasa based on the civil servant matter is the efficiency and the effectively of their performance in the work environment. The lack of efficient and effective performance of civil servant can be the result from the amount of civil servant right now in Indonesia. With so much workers and the productivity is still in low rate, make the Indonesia government hard to provides the better result.

Appreciation & recognition, career promotion and training & development become the crucial factors that significantly influence as the non-financial incentives method in order to establish the performance of civil servants. These factors need to be considered by the government, because the role of government in order to determine the right motivation is really helpful to increase the civil servant performance in the work environment. For this reason, it is very interesting to know whether the three factors above have a significant role towards the civil servants' performance in Minahasa.

Research Objectives

There are specific objectives for this research:
1. To identify the influence of appreciation & recognition, career promotion and training & development towards the civil servants' performance in Department of Agriculture in Minahasa simultaneously.
2. To identify the influence of appreciation & recognition towards the civil servants' performance in Department of Agriculture in Minahasa partially.
3. To identify the influence of career promotion towards the civil servants' performance in Department of Agriculture in Minahasa partially.
4. To identify the influence of training & development towards the civil servants' performance in Department of Agriculture in Minahasa performance partially.

THEORETICAL FRAMEWORK

Human Resource Management

Snell and Bohlander (2010:4) stated that the terms human resources, human capital, intellectual asset, and talent management imply that it is people who drive the performance of their organizations along with other resources such as money, materials, and information. To Haslinda (2009) human resource management is understood as the "process of managing human talents to achieve organization's objective". The process itself included the process of recruitment and selection, compensation and benefits, labor and industrial relations and also the management of employees' safety and health in organizations.

Job Performance

Rotundo and Sackett (2002) defined that job performance is typically conceptualized as actions and behaviors that are under the control of the individual that contribute to the goals of the organization. Therefore, job performance plays a vital determinant for organizational success.

Civil Servant

Bonaprapta (2011) examined that the public servant is every citizen of Republic of Indonesia, which has met specified requirements, appointed by the authorized officials and entrusted with the task inside the country, or assigned with another country tasks, and are paid based on the laws and the regulation applied.

Non-Financial Incentive

Lameck (2011) explained that non-financial incentive as types of rewards do not involve direct payment of cash and they can be tangible or intangible e.g. encouraging the employees by providing them with autonomy

in their job and participation in decision making, assigning challenging duties, improving working conditions and recognizing good work.

Appreciation & Recognition

Silverman (2004) examined that appreciation & recognition can be thought of as a non-cash award given in appreciate and recognizes of a high level of accomplishment or performance such as customer care or support to colleagues, which is not dependent on achievement of a pre-determined target.

Career Promotion

Fairburn and Malcomson (2001) defined that career promotions might be a means to improve the match quality between employees' abilities and job requirements; they can help filtering out common productivity shocks, and they are less susceptible to influence activities than other incentive schemes.

Training & Development

Noe (2010:16) stated that training and development gives employees an opportunity for personal growth within the company and helps provide the company with the knowledge and skills it needs to gain a competitive advantage. Generally, the term training is reserved for activities directed at the acquisitions of knowledge, skills, and attitudes for which there is an immediate (e.g., upcoming promotion), whereas development is reserved for the acquisitions of attributes or competencies for which there may be no immediate use.

Previous Research

Stajkovic and Luthans (2001) explored the differential effect of financial and non-financial incentive that affects performance of the employee, and found that the performance-enhancing incentive motivators most frequently used in organizations can be classified as: (1) money, (2) social recognition and (3) performance feedback. Ijaz and Khan (2013) found that the non-financial incentives have the potential to increase the motivation of personnel on their performance as much as the financial incentives; appreciation & recognition, also promotion and career growth is too much important for motivation that influenced the employee performance. Lameck (2011) found that training & development play an important role as a motivation strategy in the effectiveness of organizations in order to improve the employee performance. Bari et al. (2013) discussed issues about the impact of non-financial rewards on employee attitude & performance in the workplace, and found that the higher performance and good environment in the workplace which will increase the productivity of organization as long as it is supported with the appropriate incentive such as career development plan and appreciation & recognition of job.
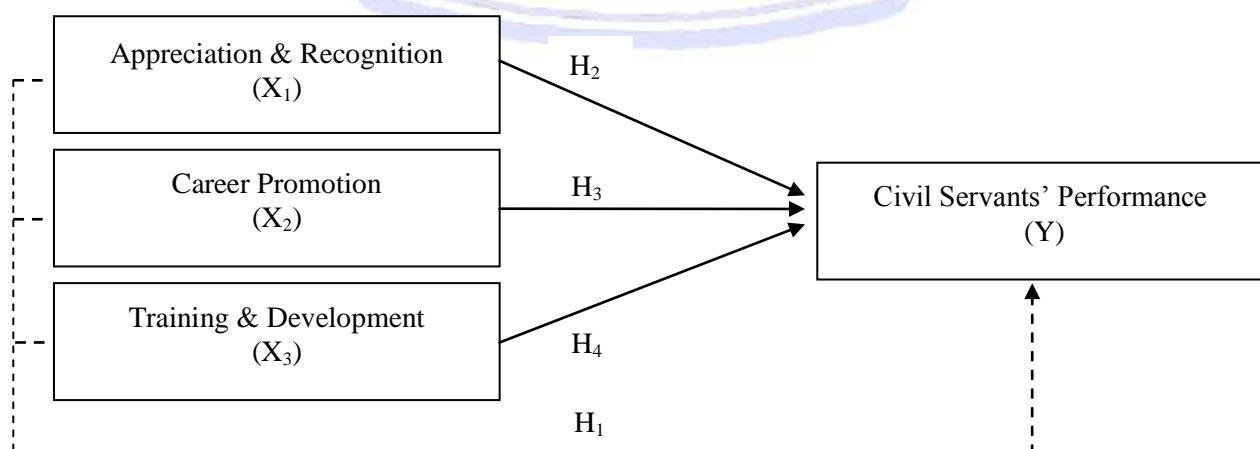
Conceptual Framework

Figure 1. Conceptual Framework
Source: Research Procedure

Research Hypothesis

H1 : Appreciation & recognition, career promotion and training & development influence the civil servants' performance simultaneously

H2 : Appreciation & recognition influence the civil servants' performance partially

H3 : Career promotion influence the civil servants' performance partially

H4 : Training & development influence the civil servants' performance partially

RESEARCH METHOD

Type of Research

This research is quantitative research method using causal type of research. This type of research determines if one variable causes another variable to occur or change. This research will investigate the influence of appreciation & recognition, career promotion and training & development toward the civil servants' performance.

Place and Time of Research

This research was conducted in Department of Agriculture in Minahasa, North Sulawesi during the period of July to September 2014.

Population and Sample

The population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate (Sekaran, 2009:262). The population in this research is the civil servant who works in Department of Agriculture in Minahasa. Sample is a conclusion can be made from the sample about the population to achieve the research objective (Saunders and Thornhill, 2007). This research is based on Simple Random Sampling technique of Probability Sampling Method. 50 civil servants were conducted as the sample in this research.

Data Collection Method

The data used in this research consist of two types between primary data through questionnaires and secondary data taken from books, journals and relevant literature from library and internet to understand of theoretical support on this research.

Operational Definition of Research Variables

The general explanations about variables in this current study are stated as follows:

1. Appreciation & Recognition (X_1) is the incentive of implementing opinion as a model to acknowledge what someone has achieved. (Silverman, 2004).
2. Career Promotion (X_2) is a way of rewarding the employees meeting the organizational goals thus it serves as mean of synchronizing organizational goals with personal goals. (Ijaz and Khan, 2013)
3. Training & Development (X_3) is a systematic process that intends to ensure that the organization has effective employees to meet the exigencies of its dynamic environment. (Ongori and Nzonzo, 2011)
4. Civil Servant Performance (Y) is the act performed by the civil servant with exact standards in order to fulfill the obligation under contract with the government as an employer. (Tjiptoherijanto, 2007)

Data Analysis Method

Validity and Reliability

Validity is a test of how well an instrument that is developed measures the particular concept it is intended to measure. To analyze the validity of questionnaire, Pearson Product Moment is used. An instrument measure is valid if the instrument measure what ought to be measured. Validity for each variable is good where

the values are above minimum level of 0.30. Reliability test is established by testing for both consistency and stability of the answer of questions. Consistency indicates how well the items measuring a concept hang together as a set; Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another, the questionnaire is reliable if the value of Cronbach's Alpha more than 0.6 (Sekaran and Bougie, 2009:162).

Multiple Regression Analysis Method

The method of analysis used in this study is multiple regression model. Multiple regression analysis is the process of calculating a coefficient of multiple determination and regression equation using two or more independent variables and one dependent variable (Sekaran and Bougie, 2009:348). The equation model of multiple regression analysis used in this research can be formulated as shown below:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where :
- Y = Civil Servants' Performance (Dependent Variable)
- α = The constant, when all independent variable equal to 0
- X_1 = Appreciation & Recognition (independent variable)
- X_2 = Career Promotion (independent variable)
- X_3 = Training & Development (independent variable)
- β = The slope for each independent variable
- ε = Error

RESULT AND DISCUSSION

Validity and Reliability

Validity test is used to know whether the instrument is valid or not. The instrument is valid if the value of variable is positive and more than 0.3 (r > 0.3). The result appreciation & recognition (X_1) is 0.869, career promotion (X_2) is 0.729 and training & development (X_3) is 0.829. This means that all the indicators are valid. Reliability test is used to check the consistency of the measurement instrument. The reliability test in this research using Alpha Cronbanch, which will show the instruments are reliable if the coefficient is more than 0.6. The value of Cronbach Alpha is 0.929 which are more than 0.6. Therefore, the measurement instruments used for this research are reliable.

Classical Assumption

Multicollinearity

Table 1. Multicollinearity result

Model	Collinearity Statistics	
	Tolerance	VIF
1 Appreciation & Recognition	.241	4.157
Career Promotion	.516	1.936
Training & Development	.238	4.197

a. Dependent Variable: CSP
Source: SPSS data analysis, 2014

Table 1 shows that the Tolerance value of appreciation & recognition is 0.241; career promotion is 0.516, and training & development is 0.238 meaning the tolerance value of each variable is more than 0.2. The VIF value of appreciation & recognition is 4.157, career promotion is 1.936, and training & development is 4.197 meaning the VIF value of each variable is less than 10. Since all the tolerance value is more than 0.2 and VIF value is less than 10 of each variable independent, this research is free from multicollinearity.
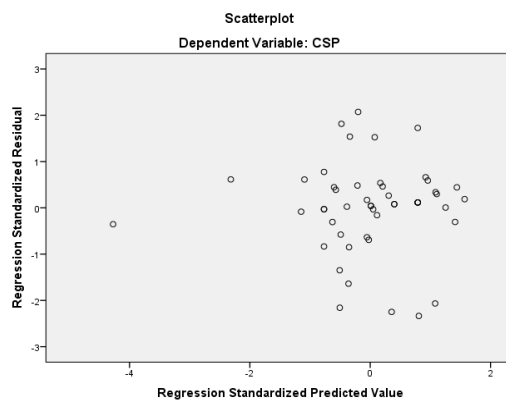
Heteroscedasticity

Figure 2. Heteroscedasticity result
Source: SPSS data analysis, 2014

The Figure 2 shows that the pattern of points is spreading. The points are spreading above and below of zero point in ordinate. This is proved that there is no heteroscedasticity in this regression.
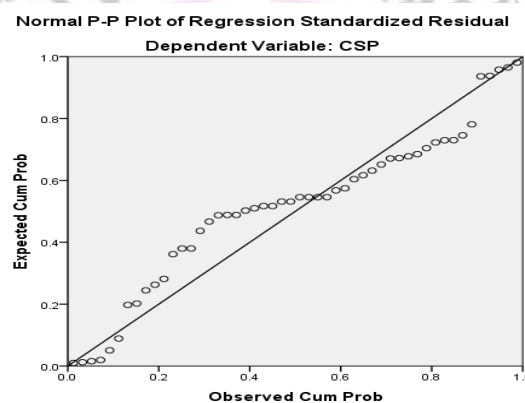
Normality

Figure 3. Normality result
Source: SPSS data analysis, 2014

In Figure 3, it shows that the data are spreading near the diagonal line and follow the direction of diagonal line. Therefore, the normality test is completed.

Multiple Regression Analysis

Table 2. Multiple Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1 (Constant)		1.114	1.805		.617	.540
Appreciation & Recognition	(X_1)	.387	.135	.381	2.878	.006
Career Promotion	(X_2)	.158	.076	.187	2.071	.044
Training & Development	(X_3)	.409	.135	.404	3.033	.004

a.   Dependent Variable: CSP
   Source: SPSS data analysis, 2014

The calculation was done by using the SPSS software. The computerized calculation ensures the accuracy of the analysis. From the result in table 2, the multiple regression model can be defined as:

$$Y = 1.114 + 0.387X_1 + 0.158X_2 + 0.409X_3$$

From the multiple linear regression equation above, it can inform the interpretation as follows:
1) Constant value of 1.114 means that if the variables in this research of Variable X_1, X_2 and X_3 simultaneously increased by one scale or one unit will increase the Y at 1.114 point.
2) Coefficient value of 0.387 means that if the variables in this research of X_1 increased by one scale or one unit, it will improve and increase Y at 0.387.
3) Coefficient value of 0.158 means that if the variables in this research of X_2 increased by one scale or one unit, it will improve and increase Y at 0.158.
4) Coefficient value of 0.409 means that if the variables in this research of X_3 increased by one scale or one unit, it will improve and increase Y at 0.409.

Multiple Regression Coefficient of Correlation & Determination

Table 3. Table R and R^2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.898[a]	.806	.793	1.242

 a. Predictors: (Constant), TD, CP, AR
Source: SPSS data analysis, 2014

The coefficient of correlation (R) measures if there is significant relationship between the three independent variables with dependent variable, the value of R is 0.898 which proves that the relationship among independents and dependent variable is very strong. The coefficient of determination (R^2) measures how far the ability of a model in explaining variation of dependent variable. The value of R^2 is 0.806 shows that the linear relationship in this model is able to explain the civil servants' performance (Y) for 80.6% while the rest 19.4% is explained by other factors not discussed in this research

Hypothesis Testing

F-test

F-test is used to determine the whole effect of all independent variables to dependent variable. This test is done by comparing the F_{count} with F_{table}. If F_{count} is higher than F_{table}, H_0 is rejected and H_1 is accepted.

Table 4. F-test

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	294.719	3	98.240	63.683	.000[b]
	Residual	70.961	46	1.543		
	Total	365.680	49			

a. Predictors: (Constant), X_3, X_2, X_1 b. Dependent Variable: Y
Source: SPSS data analysis, 2014

The level of significant of 0.05 and degree of freedom (df) of 3; 45, the F_{table} from F distribution table is $F_{3; 45; 0.05} = 2.81$, while f_{count} is 63.683 then the result is $f_{count} > f_{table}$: 63.683 > 2.81. Since the F_{count} is greater than F_{table}, H_0 is rejected and H_1 is accepted. It means that the independent variables significantly affect the dependent variable simultaneously.

T-test

T-test is used to determine the partial effect of each independent variable to dependent variable. T-test value is obtained by comparing value of T_{count} with T_{table}. If T_{count} is higher than T_{table}, then H_0 is rejected and H_1 is accepted.

Table 5. T-test

Model		T	Sig.
1	(Constant)	.617	.540
	Appreciation & Recognition	2.878	.006
	Career Promotion	2.071	.044
	Training & Development	3.033	.004

a. Dependent Variable: Civil Servants' Performance
Source: SPSS data processed, 2014.

The partial influence for each independent variable will be explained as follows.
1. Appreciation & Recognition (X_1) to Civil Servants' Performance (Y)
   The hypothesis is reject H_0 and accept H_1 if $T_{count} > T_{table}$ or accept H_0 and reject H_1 if $T_{table} > T_{count}$. In Table 5 the T_{count} of appreciation & recognition (X_1) is 2.878. Comparing T_{count} with T_{table}: 2.878 > 2.021. Since the T_{count} is greater than T_{table}, H_0 is rejected and H_1 is accepted. Therefore, appreciation & recognition has very significant influence to civil servants' performance.
2. Career Promotion (X_2) to Civil Servants' Performance (Y)
   The hypothesis is reject H_0 and accept H_1 if $T_{count} > T_{table}$ or accept H_0 and reject H_1 if $T_{table} > T_{count}$. In Table 5 the T_{count} of career promotion (X_2) is 2.071. Comparing T_{count} with T_{table}: 2.071 > 2.021. Since the T_{count} is greater than T_{table}, H_0 is rejected and H_1 is accepted. Therefore, career promotion has very significant influence to civil servants' performance.
3. Training & Development (X_3) to Civil Servants' Performance (Y)
   The hypothesis is reject H_0 and accept H_1 if $T_{count} > T_{table}$ or accept H_0 and reject H_1 if $T_{table} > T_{count}$. In Table 5 the T_{count} of training & development (X_3) is 3.033. Comparing T_{count} with T_{table}: 3.033 > 2.021. Since the T_{count} is greater than T_{table}, H_0 is rejected and H_1 is accepted. Therefore, training & development has very significant influence to civil servants' performance.

Discussion

The research was collected data from 50 respondents that were categorized by gender, age, class and type of position of the civil servant. The data was taken from Department of Agriculture in Minahasa. The result shows that appreciation & recognition, career promotion and training & development have positive influence toward the civil servants' performance. Based on the hypothesis testing by F-test and T-test, the result has proven that there is linear relationship or have influence between variable partially and simultaneously.

Appreciation & Recognition (X_1) towards Civil Servants' Performance (Y)

Appreciation & recognition of rewards is the most effective point for reinforcing or improving work performance in the application of non-financial incentives when the employee has confidence in the basis of that praise. Gines (1998) in Ijaz & Khan (2013) in their previous study observes that companies must foster employee motivation through acknowledging achievements that are in line with corporate long term objectives as well as activities that generate immediate results. This research found that this non-financial method is significantly influence the civil servants' performance in Department of Agriculture in Minahasa. Therefore, the government needs to intensively increase the act in appreciating and keep giving valuable feedback about their works. By doing so, it will enhance their performance as the civil servant. This result is consistent with Stajkovic and Luthans (2001) findings that shown social recognition on the employee tends to have a great impact on work performance. However, there is also a contradicting result from Bari et al. (2013) that found appreciation & recognition does not significantly influence the employee attitude & performance. It means that theory does not applied in case of civil servant performance, because this research found that appreciation & recognition still play a big role to enhance civil servant performance in department of agriculture in Minahasa.

Career Promotion (X₂) towards Civil Servants' Performance (Y)

Career promotion has significant influence, even not the most significant variable that influences civil servant performance. This research recognize that if the non-financial method like career promotion continues to intensively applied to the civil servants in Department of Agriculture in Minahasa, this will be a good trigger especially in order to boost the civil servant performance in the work environment. It is similar with Ijaz and Khan (2013) has observed in their previous research about how career promotion influenced employee performance. Employees who are promoted have sufficient strength both inside and outside the organization because they are satisfied from promotion and their career growth. This result is also consistent with Bari et al. (2013) findings that shown there is a positive relation between career development plan and employee attitude & performance. Due to promotion definitely employees will be motivated.

Training & Development (X₃) on towards Civil Servants' Performance (Y)

Training & development of employees is a systematic process that intends to ensure that the organization has effective employees to meet the exigencies of its dynamic environment (Ongori and Nzonzo, 2011). This research found that training & development as the dominant influence compare with the other variables that influence the civil servants' performance in Department of Agriculture in Minahasa. This non-financial method should be a serious concern for the government in Minahasa to massively implement the training & development program such as government regulation training, leadership training and management training. This is inclusive of adding to the civil servants knowledge, skills and attitudes required by an individual to improve their performance in the work environment. Moreover, it will also maximize their capacity and quality, since the consideration that this non-financial method has the most significant influence to civil servants' performance in Department of Agriculture in Minahasa. It is similar with Lameck (2011) has explored that training & development play an important role as a motivation strategy in the effectiveness of organizations in order to improve the employee performance. Ijaz and Khan (2013) also stated that training & development as well as right evaluation system is needed in order to judge and also promote employees. This perspective is in line with the civil servant in Department of Agriculture in Minahasa. The role of training & development is crucial to support the civil servants' performance.

CONCLUSION AND RECOMMENDATION

Conclusion

The final conclusion of this research are:
1. Appreciation & recognition, career promotion, training & development have significant influence towards the civil servants' performance in Department of Agriculture in Minahasa simultaneously.
2. Appreciation & recognition has a significant influence towards the civil servants' performance in Department of Agriculture in Minahasa partially.
3. Career promotion has a significant influence towards the civil servants' performance in Department of Agriculture in Minahasa partially.
4. Training & development has a significant influence towards the civil servants' performance in Department of Agriculture in Minahasa partially.

Recommendation

This research was done with hope that it has a big contribution especially for the performance of the civil servant in Department of Agriculture in Minahasa. The following are recommendations as input that hopefully can be useful as suggestions:

1. The government needs to use the non-financial method as the option in order to maximize the civil servant performance, because in fact the non-financial performance has cheaper cost to be implemented rather than offering the financial incentives.
2. Appreciation and recognition for motivation is very important. The government has to intensively increase the act in appreciating and keep giving valuable feedback about their works. It is important that the civil

servant should be publically recognized, so the civil servant may assure, that they are the important part of the organization. By doing so, it will enhance their performance as the civil servant.

3. Career Promotion as the factor that government should consider. Even this variable has the lowest influent among independent variables, but by implement a good career plan, provides a job promotion and added more responsibilities in carrying out the job to the civil servant are several factors that need to be considered intensively. It will be good channel to the government to enhance the civil servant performance in working environment.

4. Training and development program also has to massively implement in order to increase their capacity and quality, since the consideration that this factor has the most significant influence to the civil servants' performance in Department of Agriculture in Minahasa. Therefore, appropriate training and development as well as right evaluation system is needed to enhance civil servant performance.

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