

The Impact of Task Variety, Career Promotion, And Reward to Agricultural Extension Worker's Performance

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ABSTRACT

In order to develop the quality of human resource in agriculture, a presence of agricultural extension workers – who were professional, creative, innovative, dan have global insight – in performing a agricultural extension that productive, effective, and efficient. The performance of agricultural extension workers had a strategic position in agricultural development. Thus, they had a lot of variety in job. The ability to perform their job were influenced by both internal and external factors. The internal factors include the characteristic of agricultural extension worker, educational background, and working experience that formed their behaviour. The external factors such as wages or rewards and career promotion of agricultural extension worker. When the rewards can meet their needs, a high level of task variety could be done. It is also expected that if the career or functional position being promoted, the performance of agricultural extension worker would also increase. Hence, career promotion may have influence to agricultural extension worker's performance. The purposes of this research were to analyse both the direct and indirect impact of task variety, reward, and career promotion to performance. The research conducted through survey using interview and fill up questionnaire. Using the design of structural equation model of factors that influence the performance of agricultural extension worker, the data was analysed using model Structural Equation Models (SEM) with software Smart PLS 3.2.7 ver. Results of the research was: (1) there were a direct impact of task variety to performance, and indirect impact through career promotion and reward; (2) there were a direct impact of career promotion to performance, and indirect impact through task variety and reward; (3) there were a direct impact of reward to performance, and indirect impact through task variety and career promotion.

Keywords: Agricultural extension worker; Career promotion; Performance; Reward; Task variety.

INTRODUCTION

In order to build agricultural human resources who qualified and reliable, it was necessary to execute a productive, effective, and efficient agricultural extension with agricultural extension workers who were professional, creative, innovative, dan have global insight. The agricultural extension worker was aimed to perform an assistance and consultation for the farmer and "agripreneur" (entrepreneur in agriculture) in developing their agribusiness work. The agricultural extension worker had varied tasks. Through the agricultural extension, farmer and "agripreneur" could adopt the right technology better and increase the farmer's empowerment, production, productivity, income, and well-being. As the agent of change in agricultural

development, agricultural extension worker should be able to learn how to encourage the agricultural society to find and identify their need in order to change better. These were what the agricultural extension worker do in the process to analyse the local's potential and need assessment involving the society and local government.

Agricultural extension worker's ability to perform their tasks were influenced both by internal and external factors. The internal factors include the characteristic of agricultural extension worker, educational background, and working experience that formed their behaviour. On the other hand, external factors consisted of wages or rewards and career promotion of agricultural extension worker. When the rewards can meet their needs, a high level of task variety could be done. It is also expected that if the career or functional position being promoted, the performance of agricultural extension worker would also increase. Hence, career promotion and reward may have impact to agricultural extension worker's performance.

For the last decade, the performance of agricultural extension worker was being questioned, that was when the agricultural extension authority was being passed to the local government. About 36.000 workers can not be mobilized well so their performance also decreasing. This resulted to a non optimal medium for farmers to get a consultation related to work, technology, and others. A lot of agricultural extension worker who changed their profession, also retired. The infrastructure for mobility and financial support for the agricultural extension worker to carry out their tasks also relatively limited.

The Province of Banten had 643 agricultural extension workers with 861.856 hectares agricultural land, which were distributed in 1.238 villages. Ideally, the proportion of agricultural extension worker and the number of villages is one to one. But with the facts given before, one agricultural extension worker should cover at least two villages. Looking from the area's size, one agricultural extension worker should cover about 1.340,367 hectares area. Based on those phenomenon, the research to measure agricultural extension worker's performance which consisted of three indicators with sixteen question instruments, associated to agricultural extension worker's career promotion, task variety, and reward, became important to be done.

There were a load amount of researches about agricultural extension work, but only little concerning for the performance of agricultural extension worker. The agricultural extension work was about the extension process, while the success in those work not only determined by the process, but also the human resource. Human resources in agricultural sector were the farmer, fisher, stock farmer – which were the main party in agricultural sector – and agricultural extension worker. Agricultural extension worker was the key, the spearhead in agriculture development. Therefore, a research about performance of agricultural extension worker became important to be carried out. The purposes of this research were: 1) To analyse the direct and indirect impact of task variety to agricultural extension worker's performance, 2) To analyse the direct and indirect impact of career promotion to agricultural extension worker's performance, and 3) To analyse the direct and indirect impact of reward to agricultural extension worker's performance.

METHODS

This research conducted in Banten Province, Indonesia, that consisted of five districts: Serang, Serang City, Tangerang, Pandeglang, and Lebak for four months from 2018 February to June. In

this research, the variables were: (1) Performance (Y) as endogenous variable; and (2) Task Variety (X1), Career Promotion (X2), and Reward (X3) as exogenous variable.

The design of the research used structural equation model of factors that influence the performance of agricultural extension worker. The construct validity used to test the validity of the questionnaire through determined the conceptual framework, constructed the operational standard, determined the indicators of each variable, and the field test of the instrument. The reliability of data collected was tested with Cronbach alpha.

The data was analysed using model Structural Equation Models (SEM). The data processing was done with software Smart PLS 3.2.7 ver. The research variable consisted of observed variable and unobserved variable – a variable that cannot be measured directly but the score could be obtained through observed variable. Based on the relationship direction, there were endogenous variable (influenced by other variable) and exogenous variable (influences other variable). In this research, the variables were: (1) Performance (Y) as endogenous variable; and (2) Task Variety (X1), Career Promotion (X2), and Reward (X3) as exogenous variable. The causality relationship between those four variables could be explained by Figure 1.

The number of samples was determined with Slovin formulation, using simple random sampling technique with 10% of error level. The population of agricultural extension worker in Banten Province was 643 people, so in 10% of error level, the number of sample obtained was 87 people. For a better data distribution, the sample taken was increased to 100 people.

Performance (Y) indicators consisted of: (1) Preparation of agricultural assistance, consisted of 4 parameters; (2) Implementation of agricultural assistance, consisted of 9 parameters; (3) Evaluation and reporting, consisted of 3 parameters. For every parameter, there were 5 answer choices available from a to e. The scoring criteria for every choices was as follow: select “yes” for a,b,c,d = 5 points; select “yes” for b and d = 4 points; select “yes” for and d = 3 points; select “yes” for a and d = 2 points; select “yes” for d = 1 point. Those parameters were adopted from Republic of Indonesia’s Agricultural Ministry Regulation (Peraturan Menteri Pertanian RI) No.91 in 2013 [1].

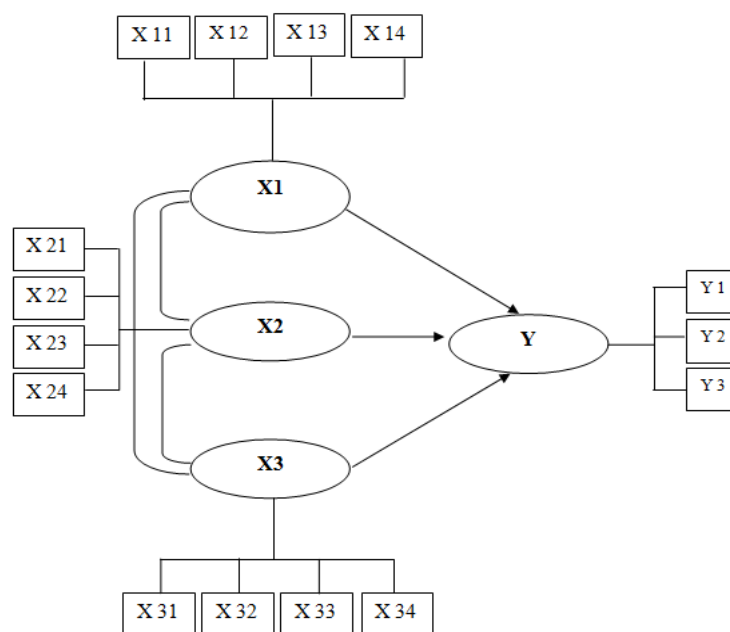


Figure 1. Research Theory Structural Model

Note:

- X1 = Task Variety
- X 11 = Integrate various skills at the same time
- X 12 = Do various different tasks
- X 13 = Do a large scope task
- X 14 = Do various tasks at the different times
- X2 = Career Promotion
- X 21 = Interest
- X 22 = Ability
- X 23 = Skill
- X 24 = Step of achievement
- X3 = Reward
- X 31 = Salary
- X 32 = Allowance
- X 33 = Appreciation
- X 34 = Retirement guarantee
- Y = Performance
- Y1 = Preparation of agricultural assistance
- Y2 = Implementation of agricultural assistance
- Y3 = Evaluation and reporting

Task Variety (X1) indicators consisted of: (1) Integrate various skills at the same time, consisted of 3 parameters; (2) Do various different tasks, consisted of 4 parameters; (3) Do a large scope task, consisted of 4 parameters; (4) Do various tasks at the different times, consisted of 4 parameters. The scoring criteria used Likert scale from 1 to 5 as follow: 1 = never; 2 = rarely; 3 = sometimes; 4 = often; 5 = always. The indicators and parameters were constructed and developed based on Morgeson and Humphrey (2006) [2].

Career Promotion (X2) indicators were developed based on Gaol (2014) [3]. In other hand, Reward (X3) indicators consisted of: (1) Salary, consisted of 4 parameters; (2) Allowance, consisted of 4 parameters; (3) Appreciation, consisted of 4 parameters; (4) Retirement guarantee, consisted of 4 parameters. The scoring criteria used Likert scale from 1 to 5 as follow: 1 = strongly disagree; 2 = disagree; 3 = doubt; 4 = agree; 5 = strongly agree. The indicators of Reward were developed based on Malik et al. (2015) [4].

RESULTS AND DISCUSSIONS

The validity was tested using convergent validity test by seeing the loading factor value and calculated statistic t value. Table 1 showed standardized loading factor and calculated statistic t value for measured model of each unobserved variable. Every standardized loading factor in the model got a good validity, based on criteria where value of $t_{\text{calculated}}$ from loading factor critical value ($t_{\text{calculated}} > 1.96$) nilai value of standardized loading factor > 0.50 (Wijanto 2008) [5]. So it could be concluded that observer variable (indicator) was able to measure for each unobserved variable well, that is Task Variety, Career Promotion, Reward, and Performance.

Table 1. Research Model Validity Test Result

Variable	Loading Factor	t_{calculated}	P-Values	Note
<u>Task Variety (X1)</u>				
X _{1.1}	0.729	14.944	0.000	Valid
X _{1.2}	0.856	33.620	0.000	Valid
X _{1.3}	0.856	36.215	0.000	Valid
X _{1.4}	0.710	12.541	0.000	Valid
<u>Career Promotion (X2)</u>				
X _{2.1}	0.681	12.943	0.000	Valid
X _{2.2}	0.652	8.985	0.000	Valid
X _{2.3}	0.749	17.560	0.000	Valid
X _{2.4}	0.775	21.302	0.000	Valid
<u>Reward (X3)</u>				
X _{3.2}	0.670	8.855	0.000	Valid
X _{3.3}	0.839	26.696	0.000	Valid
X _{3.4}	0.754	17.313	0.000	Valid
<u>Performance (Y)</u>				
Y. ₂	0.901	56.430	0.000	Valid
Y. ₃	0.687	9.296	0.000	Valid

From reliability test, the result showed from composite reliability (CR) and discriminant validity (AVE) value for each construct in measurement model. The result shown in Table 2. The construct validity value of each unobserved variable that was Task Variety (X1), Career Promotion (X2), Reward (X3), and Performance (Y) had exceed the threshold value of CR = 0.70., so was the variance extracted value (threshold VE = 0.50). These facts indicated that the reliability level of the four variables was high enough, and hence each indicator was able to consistently measure the construct.

Table 2. Outer Model Reliability Test Result

Variable	Composite Reliability (CR)	Discriminant Validity (AVE)	Note
Task Variety (X1)	0.869	0.626	Fit
Career Promotion (X2)	0.807	0.513	Fit
Reward (X3)	0.800	0.512	Fit
Performance (Y)	0.779	0.642	Fit

Model analysis on unobserved variable performance (Y)

In analysing the structural model, a calculation of direct and indirect impact of unobserved exogen variable consisted of Task Variety (X1), Career Promotion (X2), and Reward (X3) toward observer endogen variable Performance (Y). The path analysis obtained shown below.

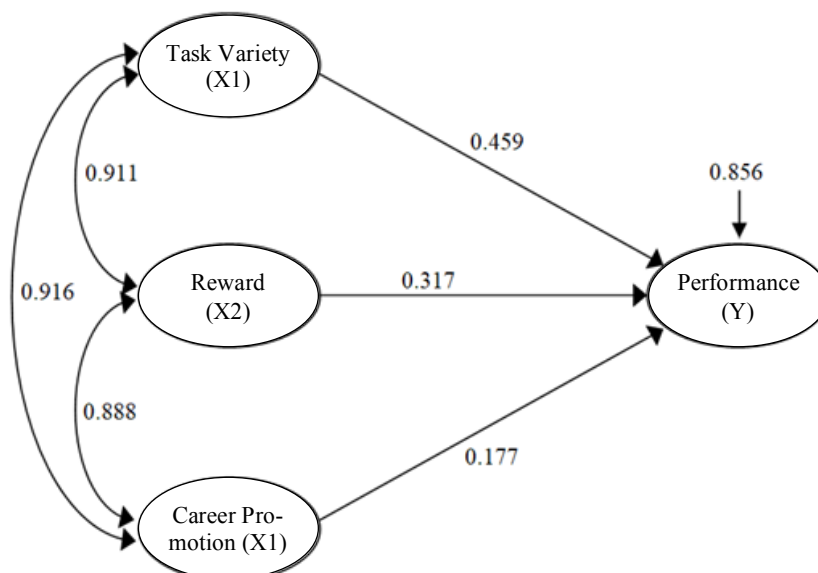


Figure 2. Structural Model Path Diagram

Task variety's impact on performance was 41.76%, consisted of both direct impact and indirect impact through career promotion and reward. Career promotion's impact on performance was 15.55%, consisted of both direct impact and indirect impact through task variety and reward. Reward's impact on performance was 28.29 %, consisted of both direct impact and indirect impact through task variety and reward. The total impact of task variety, career promotion, and reward toward performance was 85.6%. There was 14.4% that impacted from variable that was not examined in this research.

Performance appraisal (PA) is a major contributor to organizational performance and effectiveness (Aguinis 2013 In Ismail & Rishani) [6]. It is considered to be a vital organizational function that is applied by numerous organizations today (Wanrooy et. al, 2013 In Ismail & Rishani 2018) [7].

Gunawan & Amalia (2015) [8] said that performance is influenced by two factors: Factors of self-acting self and external factors acting. Factors that is in the position holders are competence, skills, knowledge, motivation, attitude and experience. External factors are environmental organization office holders, including surveillance, communication, training and performance assessment in an organization.

Heffernan in Chris Altizer (2017) [9] proposed that "Mindfulness for leadership performance – considering the benefits outlined earlier, the benefits to individual leadership performance seem obvious". While Raj dan Mahaparta (2009) in Prasad et al. (2015) [10] said that "Concern for quality, productivity and business performance is all pervasive for brassware units and permeates all sections of the society."

Direct and indirect impact of task variety (X1) towards performance (Y)

The impact of task variety towards performance was showed in Table 3. The direct impact was 21.07%, while the indirect impact through career promotion (X2) was 7.4% and through reward (X3) was 13.25. The total impact given by task variety (X1) towards performance (Y) was 41.76%. The direct impact of task variety towards performance was way greater than the indirect impact through career promotion and reward. However, the indirect impact through reward was greater than career promotion.

Table 3 Direct and Indirect Impact of Task Variety (X1) towards Performance (Y)

Impact	Task Variety (X1) towards Performance (Y)			
	Variable	Calculation	Value	%
Direct	Task Variety (X1)	$(0.459)*(0.459)$	0.2107	21.07
Indirect through	Career Promotion (X2)	$(0.459)*(0.916)*(0.177)$	0.0744	7.44
	Reward (X3)	$(0.459)*(0.911)*(0.317)$	0.1325	13.25
Total Impact of Task Variety (X1) towards Performance (Y)			0.4176	41.76

The first purpose of this research was to analyse the impact, whether direct or indirect, of task variety (X1) towards performance (Y). Task variety of an agricultural extension worker was a degree where the job need variation in several activities. High in variety means the worker should carry out a different skills and talents. There would help to develop the productivity of the worker. When the productivity increased, it was hoped the reward would also get impacted, so the performance will also increase. Task variety had a direct and positive impact towards performance. It means that if there was a positive change in agricultural extension worker's task variety, accordingly the performance will also increase.

Task variety is the degree to which a job requires a variety of different activities. A job high in variety will require the use of a number of different skills and talents of the person. The use of different skills and talents helps sustain human productivity over extended periods of time. Jobs high in task variety maintains the interest of the employee, thus leading to increased job satisfaction. (Folami & Blin, 2012) [11].

The results demonstrate that task variety, job complexity, and information processing impact a variety of work outcomes. In particular, all three characteristics demonstrated large relationships with job satisfaction, and both job complexity and task variety were strongly related to overload. (Humphrey, et.al 2007) [12].

Task variety refers to the number and frequency of exceptional, unexpected, or novel events that occur in the task. With high variety, employees typically have difficulty predicting problems or activities in advance. Task analyzability refers to the extent to which a task can be broken into small, well defined components and is concerned with how employees respond to problems that occur. Typically, with highly analyzable tasks, employees follow an objective, well defined procedure to solve problems, and are more likely to pursue knowledge in a formalized and written form. By contrast, if the task is not analyzable, no objective procedures are available, and employees have to search for knowledge or ideas to accomplish their tasks. (Ahuja & Carley, 1999 dalam Chae, Seo, & Lee, 2015) [13].

Task variety refers to the degree to which a job requires employees to perform a wide range of task on the job. As such it similar to notions of task enlargement discussed in the literature. (Herzberg, 1968 & Lawler, 1969 dalam Morgeson & Humphrey, 2006) [14].

Direct and indirect impact of task variety (X2) towards performance (Y)

The impact of career promotion towards performance was showed in Table 4. The direct impact was 3.13%, while the indirect impact through task variety (X1) was 7.44% and through reward (X3) was 4.98%. So that the total impact given by career promotion (X2) towards performance (Y) was 15.55%. The direct impact of career promotion towards performance was less than the indirect impact through task variety and reward. However, the indirect impact through task variety was greater than reward.

The second purpose of this research was to analyse the impact, whether direct or indirect, of career promotion (X2) towards performance (Y). Career promotion of an agricultural extension worker was an escalation in a worker position to the level with higher responsibility, organizational level, and salary, usually given as appreciation of achievement and performance. Agricultural extension worker got a chance of promotion to a higher functional position when they able to fulfil the require minimum cumulative credit point. Career promotion refers to things related planned work that carried out to achieve mastering in skill, knowledge, and attitude of the worker.

Table 4. Direct and Indirect Impact of Career Promotion (X2) towards Performance (Y)

Impact	Career Promotion (X2) towards Performance (Y)			
		Calculation	Value	%
Direct	Career Promotion (X2)	$(0.177) * (0.177)$	0.0313	3.13
Indirect through	Task Variety (X1)	$(0.177) * (0.916) * (0.459)$	0.0744	7.44
	Reward (X3)	$(0.177) * (0.888) * (0.317)$	0.0498	4.98
Total Impact of Career Promotion (X2) towards Performance (Y)			0.1555	15.55

The study of Nguyen et al. (2015) [15] confirmed that promotion opportunities had a positive impact on employee performance in all sectors as well as in state and other sectors separately. In other sectors, promotion opportunities was the weakest impact among the three factors. More specifically, promotion opportunities had a stronger impact in state sector than in other sectors.

The development was more focused on enhancement in decision making skill. When a worker got promoted, their performance would also increase directly. Or indirectly, their task variety will gained, and will added to their reward, and in the end will increased the performance. Career development was more focused on the decision making skill. It means that if there was a positive change in agricultural extension worker's career promotion, accordingly the performance will also increase. Career promotion had a direct impact towards performance, also indirect impact through task variety and reward. So if there was a positive change in agricultural extension worker's career promotion, the performance will also increase but before that, task variety and reward will also being better first. A dynamic career impacted on worker's development. The workers need to develop a different kind of new skills, rather than just rely on unchanged basic knowledge (Noe 2010) [16].

A physician will begin seriously preparing her portfolio for promotion to associate professor about 5 to 6 years out of training, at which time she will have some considerable experience running a practice and managing her time. However, the planning process for promotion should begin immediately upon starting the first academic position. (Sanfey & Hollands, 2012) [17].

Direct and indirect impact of task variety (X3) towards performance (Y)

The impact of reward towards performance was showed in Table 5. The direct impact was 10.05%, while the indirect impact through task variety (X1) was 13.26% and through career promotion (X3) was 4.98%. So that the total impact given by career promotion (X2) towards performance (Y) was 28.29%. The indirect impact of career promotion towards performance through task variety was greater than the direct impact and indirect impact through career

promotion. However, the direct impact was still greater than indirect impact through career promotion.

Table 5. Direct and Indirect Impact of Reward (X3) towards Performance (Y)

Impact	Reward (X3) towards Performance (Y)			
		Calculation	Value	%
Direct	Reward (X3)	$(0.317) \times (0.317)$	0.1005	10.05
Indirect through	Task Variety (X1)	$(0.317) \times (0.911) \times (0.459)$	0.1326	13.26
	Career Promotion (X2)	$(0.317) \times (0.888) \times (0.177)$	0.0498	4.98
Total Impact of Reward (X3) towards Performance (Y)			0.2829	28.29

The third purpose of this research was to analyse the impact, whether direct or indirect, of reward (X3) towards performance (Y). Reward was a sum of income obtained in rupiah for the worker's and their family's work in a month. Aside from used to fulfil daily basic needs, it also would be used for secondary needs if possible. Therefore, the reward obtained for an agricultural extension worker could influence their ability in carrying out their basic job, so the higher income of an agricultural extension worker, the higher their ability to execute their job better. Reward had a positive and direct impact towards performance of agricultural extension worker. When the reward increase, the performance will also getting better directly. Reward will also increase the task variety, and then also the career promotion, which will impact the performance.

Reward had less contribution than task variety in influencing performance. However, reward still had a significant role, direct and indirect, towards performance of agricultural extension worker Jensen et.al. (2007) in de Castro et.al. (2016) [18], proposed that this concept represents the material and tangible gains earned by employees in the performance of their profession, and may take fixed or variable values. The base salary demonstrates the recognition of the employee's value to the organization, reflecting also the individual's potential and his/her importance to the organization. The variable remuneration is the variable portion of remuneration linked to the achievement of performance targets and results obtained in a given period.

One of the purposes of someone being the employee or a labor of a company is to earn an income in the form of wages or compensation. Wages are earned can fulfill basic necessities such as food, clothing and housing. Every company in determining the amount of wages paid to the employee must be feasible, so that the lowest wage that is given to meet the needs of their life (Kanzunudin, 2007 in Gunawan & Amalia 2015) [19].

According to Bari et al. (2013) [20], the better the feedback, freedom, career development plan, valuation of employees, learning programs, open & comfortable environment and good supervisory relations provided to employees, the higher is the employee performance and positive attitude in the workplace and therefore it would result the higher performance and good environment in the workplace which will increase the productivity of organization.

A study by Nguyen et.al. (2015) [21] confirmed that earning had a positive impact on employee performance in all sectors as well as in state and other sectors separately. Earning was found to have the strongest impact on employee performance among the three factors in both state and other sectors.

Khan et al. (2013) [22] stated that the following intrinsic rewards were found significantly and positively correlated with self-reported employees' performance for the year: Security, Ability Utilization, Social Service, Variety, Moral Values, Activity, and Authority. On the other hand, the following extrinsic rewards were found to be significantly and positively correlated with employees' performance: Recognition, Supervision-Human Relations, Advancement, and Co-workers. It is suggested that equal implementation of HR policies regarding rewarding employees for enhancing their level of satisfaction at work should be ensured.

Further, de Jonge et al. (2014) [23] did a cross-sectional survey study was conducted among 184 health care workers from a nursing home in The Netherlands. Hierarchical regression analyses showed the proposed 3-way interaction effects of matching cognitive job resources and matching cognitive occupational rewards on the relation between cognitive job demands and employee creativity. In general, findings showed more moderating effects of job resources than of occupational rewards. Managing employee creativity and health in nursing homes: The moderating role of matching job resources and matching occupational rewards.

Malik et al. (2015) [24] proposed that extrinsic rewards positively affect the intrinsic motivation of employees with an internal locus of control, thus enhancing their creative performance. Results based on a sample of 181 employee-supervisor dyads largely supported these expectations. The current analysis enriches the creativity literature by combining different perspectives in a coherent framework, by demonstrating the positive effects of extrinsic rewards on intrinsic motivation, and by demonstrating that the rewards-creativity relationship varies across employees depending on their individual differences.

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CONCLUSION

First, there were direct and indirect impact of task variety to agricultural extension worker's performance. The direct impact was way greater than indirect impact through career promotion and reward. The indirect impact through reward was greater than career promotion. Second, there were direct and indirect impact of career promotion to agricultural extension worker's performance. The direct impact of career promotion towards performance was less than the indirect impact through task variety and reward. The indirect impact through task variety was greater than reward. Third, there were direct and indirect impact of reward to agricultural extension worker's performance. The indirect impact of career promotion towards performance through task variety was greater than the direct impact and indirect impact through career promotion. The direct impact was still greater than indirect impact through career promotion.

RECOMMENDATIONS

The agricultural extension worker needs to increase the task variety because it will help to enhance the performance. The agricultural extension workers needs to improve their own interest, ability, skill, and steps in career achievement in order to perform better. The organization needs to always give varied tasks to the worker so their performance will increase. The organization needs to always carry out a good career promotion so in the end will increase the performance of agricultural extension worker. The organization needs to

increase the reward of agricultural extension worker, either in form of salary, allowance, appreciation, or retirement guarantee.

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