

Awarding of Recognition Through Performance Evaluation of Civil Servants at the Faculty of Da'wah and Communication Sciences, Sultan Syarif Kasim Riau State Islamic University, Pekanbaru City

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ABSTRACT

This study analyzes the performance appraisal of civil servants (PNS) at the Faculty of Da'wah and Communication Sciences, Sultan Syarif Kasim Riau State Islamic University, to analyze the reward system. Data was collected through observation, in-depth interviews, and using a qualitative approach with descriptive analysis. The results of this study indicate that the performance appraisal system has been implemented with a clear structure using the e-Kinerja and SISTER applications to ensure transparency and objectivity. The principle is "If it can be done today, why wait until tomorrow?" Work efficiency is further enhanced through the availability of leadership facilities, regular training, and employee competency support. However, the number of awards given to high- performing employees is still very low, which has not succeeded in increasing employee motivation and loyalty. According to this study, the reward system must be strengthened with changes based on evaluation so that it can function as the main driver to improve performance and achieve organizational goals.

INTRODUCTION

Civil servants are the government's main asset for managing bureaucracy and public services. For public organizations to successfully implement good governance, the performance of civil servants is very important. Therefore, a fair, objective, and consistent reward system is needed to show appreciation for employee performance. There is evidence that rewards can motivate workers to achieve organizational goals and increase their productivity (Wambrauw, 2018; Indah et al., 2019).

This preliminary study found that the Faculty of Da'wah and Communication Sciences usually gives awards on certain days, such as the university's anniversary or national holidays. The President of the Republic of Indonesia, through an official decree (SK), awards civil servants who have served for 10, 20, or 30 years. Awards are given based on the length of time spent in the position. Although Government Regulation No. 30 of 2019 stipulates that performance appraisal results should be used as the basis for awards and career development for civil servants, the award system should focus on length of service rather than performance appraisal.

However, assessment results often do not fully reflect employee performance objectively. This shows that there is a difference between recognition in the field and the application of regulations (Wiwin Nur Karmilasari & Pahlevi, 2021). The results of this study on the civil servant reward system must be implemented. This is done to determine the extent to which this system can increase the motivation, loyalty, and professionalism of employees at the Faculty of Da'wah and Communication Sciences, Sultan Syarif Kasim Riau State Islamic University.

Table 1.1. Data on rewards for civil servants (PNS) at the Faculty of Da'wah and Communication Sciences

| Serial Number | Name | Rank/Position | Honorar y Title |
|----------------------|--|--|----------------------------------|
| 1 | 2 | 3 | 4 |
| 14730 | Mustapa Kamal, S.E. NIP (1979120522005011006) | Administrator Junior Level Resources Analyst First Class at the General Administration and Finance Subdivision, Administrative Unit, Faculty of Da'wah and Communication Sciences, Sultan Syarif Kasim Riau State Islamic University | Satyalancana Karya Satya X Years |

Data Source Faculty of Da'wah and Communication Sciences

This award was given in recognition of 10 consecutive years of service and dedication as a civil servant. This phenomenon shows that the faculty's award system often focuses on length of service and compliance with absolute performance assessment results. Therefore, it is important to conduct further research on the extent to which awards are effective in motivating and promoting employee professionalism.

LITERATURE REVIEW

Human Resources (HR)

According to Gary Dessler, the most important asset of an organization is its human resources (HR). Human resources are considered strategic partners in achieving business goals. Therefore, human resource decisions must be in line with the strategy and the goals of the organization. Organizations can achieve competitive advantage by maximizing the potential of human resources. "The process of managing staff, from recruitment to retirement, with the aim of creating optimal performance from staff individually and in groups, while considering the overall goals of the organization" is the definition of human resource management.

In his definition, Dessler emphasizes the importance of human resource management in ensuring that an organization's employees have the optimal capabilities of its staff. Dessler also emphasizes that human resource management encompasses the entire staff management process, from the beginning to the end of the work cycle, taking into account the overall objectives of the organization.

To determine how effectively and efficiently an organization can achieve its goals, human resources (HR) are linked to the formal design of the organization. However, human resources must be defined not by what they do, but by the products they produce. Human resources design and create organizations to survive and achieve goals. If human resources are neglected, organizations will not achieve their goals and objectives. Organizations can produce high-quality goods and services through the efforts and creativity of human resources. This shows that human resources (HR) are an important part of an organization's success, and therefore HR must be managed well so that they are truly beneficial to the company.

Human resources are assets that must be built and developed so that they can make an optimal contribution to the survival of the company. For the benefit of the company, the company must be able to improve the skills and professionalism of its human resources. Quantity and quality are two aspects of human potential, and quality is what must be demonstrated.

Quality can only be achieved through training and human resource development, which is necessary because human resources are the factor that most influences the quality of a company or organization.

Human resources (HR) is a system used to help employees acquire knowledge, skills, and new competencies. Specifically, HR provides various measures such as training development, compensation, career advancement, performance evaluation, and institutional development, all in an effort to improve company productivity at both the individual and organizational levels (Maulidya, N & Ratna Ningsih, 2024).

Human resources (HR) is the art and science of managing the people involved in an organization so that they can work well together and achieve the company's goals (Pahira & Rinaldy, 2023). Human resources include planning, organizing, coordinating, implementing, and supervising the procurement, development, compensation, integration, maintenance, and separation of labor to achieve organizational goals. To achieve company goals, the problems faced by management are not limited to raw materials, work tools, production machinery, money, and the work environment. However, it should be noted that human resources themselves are a factor of production, just like other factors of production, which are inputs that are processed and produced by the company.

Human Resource Indicators

According to Hutapea and Nurianna, indicators of human resource quality include:

1. Understanding of the field of work

Employees who understand the work assigned by their superiors will find it easier to complete their tasks.

2. Knowledge

Employees who know how to carry out the tasks assigned to them will find it easier to complete their tasks.

3. Ability

Employees who have the ability to perform various tasks assigned to them will be more efficient at work.

4. Work ethic

Employees who possess a strong work ethic will be more efficient in their work. (Cut Yunina Eriva, et al. 2019)

Award

According to Handoko, awarding is a way to recognize efforts to obtain professional workers who meet job requirements. To achieve this, balanced coaching is needed, which includes planning, organizing, utilizing, and maintaining workers so that they can carry out their duties effectively and efficiently.

The word "award" comes from English, which means "gift" or "reward." An award is a way of saying thank you and expressing gratitude to someone for something they have done for us. (Mardiana, A., & Saleh, A. 2021).

Awards, one of the important tools in human resource management (HRM), are defined as rewards given by organizations to employees for their achievements or contributions in the workplace. Awards are intended to increase employee motivation, maintain job satisfaction, and encourage them to do their best (Irawan Lendy, 2020).

There are two types of rewards: financial and non-financial. Financial rewards can take the form of salaries, bonuses, incentives, or allowances, while non-financial rewards can take the form of promotions, recognition, attention from leadership, and opportunities for career development. The second category is very important because it is not only material factors that influence an employee's performance, but also psychological and social rewards that influence their performance (Siregar Yuliani Sariwatay, 2021).

An effective reward system must be fair, transparent, and recurring. Fair rewards will encourage employees to work. Therefore, targeted rewards can improve the relationship between employees and the organization. Rewards are given as recognition for employees' efforts and services. This increases morale, a sense of belonging, and commitment to improving performance. According to Handoko, the provision of rewards is a form of appreciation for efforts to obtain professional workers in accordance with the demands of the position, requiring balanced guidance, namely an effort to plan, organize, utilize, and maintain workers so that they are able to carry out their duties effectively and efficiently.

Performance Appraisal

According to Dessler, performance appraisal, also known as performance evaluation, is a systematic process of evaluating how well an employee performs their duties compared to the standards set by management. In addition to measuring employee performance, performance appraisal provides useful feedback for employee development. According to Dessler,

some important reasons for conducting performance appraisals are as follows:

- (1) it serves as a basis for making decisions about employee compensation and promotions;
- (2) it plays an important role in company performance management; and
- (3) it helps supervisors and subordinates identify weaknesses and improve strengths.
- (4) it is a tool for planning employee careers. Therefore, performance appraisals are very important for improving the efficiency of each employee and the organization as a whole.

A systematic process known as performance appraisal is used by organizations to assess and evaluate how well employees are performing their duties. The main purpose of this assessment is to provide useful feedback to employees so that they can correct their mistakes, maintain their strengths, and improve the productivity of the organization.

The two most common methods for assessing an employee's performance are individual assessment, which looks at an employee's performance personally; group assessment, on the other hand, looks at an employee's performance within the same group. This influences managerial decisions such as promotions, rewards, training, and career development (Piri Gabriella Louren, 2022).

According to Mahsun, accountability and productivity are the focus of public organization performance assessments. Assessments consist of inputs, processes, outputs, benefits, and impacts. Good performance assessments must be carried out through a cycle of strategic planning, indicator setting, assessment system development, refinement of measures, and integration with management processes to align with the organization's vision and mission.

Performance assessment improves employee motivation and helps them control their behavior. Objective performance evaluations, which consider principles such as efficiency, effectiveness, fairness, and responsiveness, can show the extent to which the organization's goals have been achieved in order to provide both financial and non-financial rewards. This assessment can help improve the performance of individuals and the organization as a whole. Performance appraisal not only ensures that employees understand the standards that apply to their performance, but also ensures that management provides the necessary feedback, development, and incentives to encourage employees to stop poor performance and return to good performance.

Civil Servants (PNS)

According to Saefullah, civil servants are part of the public officials who have the duty to provide services to the community, so civil servants are also referred to as civil employees or public employees. According to Law Number 43 of 1999 concerning Amendments to Law Number 8 of 1974 concerning Civil Service PrinciplesCivil Servants are defined as any citizen of the Republic of Indonesia who meets the specified requirements, is appointed as an authorized official, and is assigned duties in a government position or other state duties, and is paid in accordance with applicable laws and regulations.

Civil Servants (PNS) are state officials who are strategically responsible for running the government and public services. According to Mahfud MD, there are two definitions of civil servants:

1. Explicitly, Indonesian citizens who meet certain requirements and are permanently appointed by civil service officials to hold government position.
2. Specifically, this includes certain individuals who are treated as civil servants in criminal law, such as members of the people's council or village heads (Law No. 5 of 2014).

The achievement of organizational goals is closely related to the theory of civil servant performance. The work results achieved by employees in accordance with their responsibilities in terms of quality and quantity are referred to as performance. Quality, quantity, timeliness, effectiveness, and independence are indicators of civil servant performance. Individual elements (ability, background), psychological components (motivation, attitude), and organizational components (leadership, structure, rewards) can influence performance. (Heidy Amelia & Kiki Setyawati 2023)

In addition, the merit-based management system regulated in Law No. 5 of 2014 concerning ASN is often associated with the concept of rewards and punishments when trying to improve civil servant performance. A reward or incentive is given to employees who excel, while punishment is given to employees who violate the rules. This theory emphasizes the importance of maintaining a balance between the two to increase work motivation and employee satisfaction as well as improve organizational performance.

Effective rewards must have a direct impact on employees' work, such as formal awards, promotions, or job promotions. Conversely, punishments must be firm, consistent, and tailored to the level of misconduct to serve as a deterrent. An imbalance between rewards and punishments can lead to workers becoming less enthusiastic and undisciplined (Meyrina, 2017).

Because civil servants play a strategic role in running the government and providing public services, their performance is crucial to achieving corporate goals. Individual, psychological, and organizational factors can improve civil servant performance. Motivation, discipline, and job satisfaction will increase with the implementation of a merit-based management system that emphasizes a balance between rewards and punishments. This will enable civil servants to work more professionally, produce more, and serve the public more efficiently.

METHODOLOGY

This study was conducted using a qualitative approach with descriptive analysis. Sugiyono defines qualitative research as a research method conducted under natural conditions (comparable to experiments), in which the researcher functions as the main instrument. This study uses triangulation or a combination of methods to collect data, perform inductive analysis, and findings that emphasize meaning rather than generalization (Fahira Nurrisa, 2022). By working directly with informants and observing field data, this study attempts to gain a better understanding of the phenomenon of awards. To collect data, observation and interviews were used. The aim was to gain a comprehensive understanding of how the reward system is used in the Faculty of Da'wah and Communication Sciences. The researcher interviewed Mr. Mustapa Kamal, S.E., the main informant in the interview process, as someone who has direct knowledge and experience in implementing performance appraisals and rewards.

RESULTS AND DISCUSSION

Implementation of Rewards through Performance Appraisal

The results of interviews at the Faculty of Da'wah and Communication Sciences show that the organization's vision and mission have been fulfilled through the implementation of performance-based rewards. The faculty has a clear organizational structure, with the head of department (kabag) responsible for managing the administrative system and ensuring that activities are carried out in accordance with the Performance Results Plan (RHK). The RHK serves as the basis for employee assessment and determines who is eligible to receive awards for their work achievements.

The head of department is responsible for ensuring that all administrative processes and employee performance run smoothly and in accordance with targets. The work motto "If it can be done today, why wait until tomorrow" is also applied at the Faculty of Da'wah and Communication Sciences to encourage a spirit of fast, accurate, and responsive work. This motto serves as a guideline for employees to complete all tasks efficiently and avoid delays. The faculty has also set a target that all administrative work must be completed within a maximum of three days to ensure discipline and maximize service. The interview results show that, although performance appraisals are conducted regularly, the rewards given to outstanding employees are still very small.

Appraisals can serve as a form of reward that encourages employees to continue to improve their performance. If this is not done, employees may also feel unappreciated, which can reduce their enthusiasm and loyalty to the organization. Overall,

The performance-based reward program at the Faculty of Da'wah and Communication Sciences has fulfilled the organization's vision and mission. However, the reward system still needs to be strengthened so that it can function as a motivation and driver to improve employee performance.

Employee Resources and Competencies

Human resources at the Faculty of Da'wah and Communication Sciences play an important role in conducting performance appraisals, which form the basis for rewarding employees. The results of interviews show that every employee has the ability to complete the tasks assigned by the faculty. To support this process, the faculty uses the e-Kinerja application as the main tool for recording and monitoring the work results of staff members. Each staff member has a personal account in this application, which is a confidential account that cannot be accessed by others. Every three months and every year, employees must record all their activities and work achievements in this application. Employee performance reports will then combine data from the application.

The head of department (kabag) can assess employee performance based on this report. Depending on the achievement of previous work objectives, assessments are classified into categories such as satisfactory and highly satisfactory. Once the assessment is complete, reports from the e-Kinerja application are printed as official documents and used as a reference for further administrative processes. This includes considering awards for outstanding employees. Because it is based on tangible and transparently recorded evidence of work, this system makes assessments more measurable and objective. The faculty strives to improve employee competence through training and self-development seminars, in addition to the e-Kinerja system. The purpose of these seminars is to increase employee knowledge, improve their administrative skills, and enhance their professionalism when performing their jobs. These training activities help employees better understand their duties and acquire the skills necessary for their jobs.

Since skilled and knowledgeable employees tend to demonstrate better performance and may receive recognition from the faculty, this competency enhancement directly impacts performance evaluation outcomes. Therefore, the Faculty of Da'wah and Communication Sciences has achieved a clear and accountable performance appraisal process thanks to the use of the e-Performance system, which is integrated with training and competency

development programs. This also ensures that rewards are based on the abilities, work results, and self-development efforts of each employee. **Human Resource Management Policies and Regulations**

Human resource management policies and regulations at the Faculty of Da'wah and Communication Sciences aim to support the implementation of performance appraisals, which form the basis for rewarding civil servants and lecturers. The faculty uses e-Kinerja and SISTER (Integrated Resource Information System) to conduct these appraisals. In practice, lecturers are assessed based on key indicators that are in line with their main duties and functions: education and teaching, research, and community service. Using the SISTER application strengthens the clear and systematic evaluation of lecturers' performance.

In addition, this application helps the faculty track lecturer productivity, including the number of scientific publications, teaching activities, and contributions to community service. The results of this assessment are then used as the basis for determining which lecturers are entitled to awards for their performance. Human resource management policies also require support from faculty leaders. Leaders provide IT facilities, a comfortable working environment, and opportunities to attend training and seminars.

With this support, the entire academic community can optimize their performance and achieve their goals. The Faculty of Da'wah and Communication Sciences strives to implement an integrated, honest, and transparent assessment process by applying digital-based assessment policies such as e-Kinerja and SISTER. This policy not only makes the performance assessment administration process easier, but also ensures that rewards are based on data and actual work results rather than subjective considerations. Therefore, faculty regulations have complied with the principles of fairness and professionalism in implementing human resource management.

Evaluation of the Reward System

Considering the Reward System in an effort to improve human resource management, the Faculty of Da'wah and Communication Sciences' reward system is evaluated periodically. The results of interviews show that the faculty has conducted routine evaluations, but rewards for employees and lecturers are still not optimal. Although the performance appraisal system used through the e-Kinerja and SISTER applications has been implemented well, the appraisal results show that rewards for outstanding employees and lecturers have not been fully realized in accordance with the appraisal results. The appraisal results show that there is still a discrepancy between the performance achieved by employees and lecturers and the way they are rewarded.

In practice, the awarding of recognition has not been a top priority. Therefore, employees and lecturers who have achieved outstanding results have not received recognition commensurate with their work. Nevertheless, recognition

are very important to increase work motivation, enthusiasm for achievement, and loyalty to the company. Without a clear and consistent reward system, there is a possibility that employee work motivation will decline. The Faculty of Da'wah and Communication Sciences has recognized this and promised to conduct further reviews of the existing reward system. To determine how effective and fair the reward policy is, periodic evaluations are carried out. It is hoped that the results of the evaluation will help improve the reward system in the future by emphasizing the importance of rewards as a way to recognize and encourage people to perform better.

The faculty also strives to incorporate the results of this evaluation into strategic human resource management planning. To do so, they will change performance indicators and reward systems to make them more relevant to the achievements of employees and lecturers. With a more organized reward system, it is hoped that all employees and lecturers will be motivated to continue improving their performance to achieve organizational goals. Therefore, even though the evaluation system has been running well, the faculty must continue to strengthen the implementation of rewards so that they are not merely administrative assessments, but also tools that can encourage students to do better.

CONCLUSION

The Faculty of Da'wah and Communication Sciences conducts performance evaluations in line with the organization's vision and mission with a clear structure, important roles for department heads, and the use of e-Kinerja and SISTER. With employee competence, regular training, and leadership facilities, this system supports work efficiency with the motto "If it can be done today, why wait until tomorrow" and a three-day completion target. However, no awards are given to high-performing staff and lecturers, which does not increase motivation, work enthusiasm, and loyalty. Although the evaluation process is integrated and accountable, periodic evaluations show a discrepancy between the appreciation given and performance achievements. The Faculty of Da'wah and Communication Sciences is committed to improving the award system through evaluation-based improvements. They hope that rewards will become the primary driver for improving performance and achieving all organizational goals.

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