

# Effect of Remuneration and Achievement Motivation on Lecturer Performance in the Management Department, Faculty of Economics and Business, Universitas Pattimura, Ambon City

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DOI: <https://doi.org/10.52403/ijrr.20220922>

## ABSTRACT

The research objective is to analyze effect of remuneration and achievement motivation on lecturer performance in the Management Department, Faculty of Economics and Business, Universitas Pattimura, Ambon City. The type of approach that the researcher uses is a quantitative descriptive analysis approach with explanatory research. The population in this study are lecturers who active in the Management Department, Faculty of Economics and Business, Universitas Pattimura, Ambon City, amounting to 37 people. Determination of the number of samples used by the author in this study is based on the Slovin method as a measuring tool to calculate sample size because the number of known population is more than 37 respondents, so the author only takes a sample with the number of employees, which is 33 lecturers in the Management Department, Faculty of Economics and Business, Universitas Pattimura, Ambon City. The test in this study uses multiple linear regression analysis. The results of the study show that remuneration has a positive and significant effect on lecturer performance in the Management Department, Faculty of Economics and Business, Universitas Pattimura, Ambon City. Achievement motivation has a positive and significant effect on lecturer performance in the Management Department, Faculty of Economics and Business, Universitas Pattimura, Ambon City.

**Keywords:** Remuneration, Achievement, Motivation, Performance, Lecturer

## INTRODUCTION

Today, human resources in an organization are assets that are able to grow the organization and always try to adapt to a dynamic environment. Human resources are also required to always be able to develop their potential, oriented to the vision, mission and goals of the organization in which they are sheltered. For example, universities as one of the organizations engaged in education cannot be separated from improving the quality and increasing the competence of its resources, especially educators or who are often called lecturers. Currently, there are many complicated problems that are being faced by various universities in Indonesia. Various universities in Indonesia are required to develop new ways to keep lecturers at high productivity and develop their potential in order to make maximum contribution to the agency or organization. This problem seems to be an internal problem of a university or agency as measured by the performance of lecturers supported by the provision of remuneration as a reward for productivity to improve professionalism and performance. The term remuneration does sound less familiar to ordinary people. Not all people have heard or even know the meaning of the term. Even though the meaning of the term is closely related to their daily work activities, especially for those who are

employees or employees either in government and private agencies. Remuneration is an award or remuneration for services provided to employees or employees of Byars and Rue in (Iswanto, 2007:31).

Remuneration as one of the bureaucratic reform programs. This remuneration was implemented in 2007. At Universitas Pattimura, remuneration, awards are regulated in Law Number 20 of 2003 concerning the National Education System, Law Number 14 of 2005 concerning Teachers and Lecturers, SK Menkowasbangpan Number 38 of 1999 concerning Lecturer Functional Positions and Credit Scores, Ministerial Regulation Number 16 of 2007 concerning National Education Standards, Ministerial Regulation Number 42 of 2007 concerning Lecturer Certification, and Campus Life Ethics Guidelines are the basis of the mechanism for rewards and sanctions against employees. The ethical guidelines for campus life have been approved by the UNPATTI Senate, the provision of remuneration is beneficial for agencies and lecturers, this remuneration program itself is the most successful way to improve employee performance because it is directly related to performance and rewards. The provision of remuneration is expected to form conditions that make lecturers motivated.

In the learning process at universities, interaction between lecturers and students is the dominant activity. Lecturers are the most important group in higher education institutions, because lecturers carry out the main function of the study program, namely implementing the Tri Dharma of Higher Education, namely teaching, research, and community service. In a competitive and globalized development, every institution including educational institutions requires personnel, especially lecturers with high achievements. Quality lecturer performance is needed in order to improve the quality of educational institutions that can produce graduates who have high quality and

achievers who can compete in today's era. A lecturer has a big responsibility, they are not only responsible for transferring knowledge but more than that they also act as lecturers and educators.

Universitas Pattimura provides awards for outstanding employees, both at the regional and national levels in the form of certificates and money, the amount of which is adjusted to the available budget. Awards for outstanding employees are given once a year in the framework of national education day. The selection of outstanding employees is carried out strictly by the university team with clear assessment criteria according to the higher education assessment criteria. Outstanding employee awards include categories: Head of Study Programs, Lecturers, Laboratory Assistants, Librarians, Archives, Financial Administration Managers, Academic and Student Administration Managers, General Administration and Personnel Managers, Information Technology Managers, and Technical Personnel. Implementation of awarding activities for educators and education staff based on the guidebook for selection of outstanding personnel. As a derivative of the remuneration, there are elements contained in it:

1. Compensation is any receipt of labor from the company in physical or non-physical form and the object is excluded from tax. This means that the provision of compensation is not subject to a tax burden.
2. In general, commissions or bonuses are rewards received by workers with the calculation of the percentage of profit on a certain achievement, usually from the sales side.
3. Salary is defined as a reward given to workers based on a certain period of time (daily, weekly or monthly), regardless of the level of productivity performance.
4. Salary and wages have different meanings. Looks similar, but not the same. Wage is a reward received by the workforce based on a fixed amount of

time, whether it's per hour, per project, per document, and so on.

The Business and Budget Plan (RBA) is the implementation of the Universitas Pattimura Business Strategic Plan in order to implement the Public Service Agency's Financial management pattern. In accordance with the Universitas Pattimura Business Strategic Plan, strategic aspects that are of concern in the development of Pattimura University are: (1) Realizing a competency-based learning process with a student-centered learning model (SCL) and of high quality and internationally competitive, (2) Increasing the number of research and dedication of lecturers to the community and increasing the number of quality lecturer publications, (3) Availability of capital costs and optimal excellent service independent businesses, (4) The realization of a quality, democratic, credible, responsible, transparent and accountable higher education management system and the realization of an organization that is capacity and interests of institutions that are in line with the principles of effective and efficient governance, (5) The establishment of cooperation in various fields with various domestic and foreign institutions to improve the quality of universities in implementing the tridharma of higher education, (6) Developing insurance institutions an active and dynamic quality. For 2020, the financial performance of Universitas Pattimura is 88.37% and the budget realization is 93.66%. Based on the evaluation results of what was agreed through the performance agreement (PK) of the Chancellor and the Ministry of Education and Culture on the Strategic Goals and performance indicators, namely 2020.

One of the indicators is strategic target 4 is improving the quality of higher education lecturers (indicator 4.1). The percentage of lecturers who carry out Tri Dharma activities on other campuses, in QS 100 based on the field of science (QS100 by subject), work as practitioners in the

industrial world or foster successful students achieved the lowest achievement at the national level in 5 years. The percentage achieved by the Universitas Pattimura is 22.46% of the planned target of 20%. Research programs, collaborative research, innovation, and fostering/guiding students to achieve achievements are the efforts of Universitas Pattimura to encourage educators towards improving the quality and quality of education (indicator 4.2). The percentage of permanent lecturers with academic qualifications of doctoral degree, having certificates of professional competence recognized by the world of work or coming from professional practitioners or the world of work. The number of lecturers at the Universitas Pattimura with doctoral qualifications is 359 people from a total of 1,048 permanent lecturers or 34.22%. Universitas Pattimura efforts to increase lecturers with doctoral qualifications are to encourage lecturers who are still in masters to continue their doctoral studies. Those who have professional certification are 851 lecturers out of 1,048 permanent lecturers or 81.2%. Indicator 4.3, number of research outputs and community service results that have successfully received international recognition or been implemented by the community per number of lecturers. The number of international research produced by Universitas Pattimura per lecturer in the form of international journal publications is 229 (data [sinta.ristekbrin.go.id](http://sinta.ristekbrin.go.id) and google scholar) with details of 102 Scopus indexed publications and 127 other international publications recorded on Google Scholar, from the number of permanent lecturers and 1,091 non-civil servants or an achievement of 0.21% of the target of 0.15. From this achievement, the Universitas Pattimura has met the target, but efforts to continue to improve research in order to develop the quality of human resources/lecturers of higher education.

Performance is a reflection of individual performance where if each individual works well, excels, is enthusiastic and gives their

best contribution which is the answer to the success or failure of the organizational goals that have been set (Guritno and Waridin, 2005). One form of attention of a university to lecturers is by implementing a strategy of providing compensation in the form of remuneration, this is done to spur the performance of the lecturers. Remuneration is a reward given to lecturers based on grading or position and the resulting performance. Giving remuneration is very important for lecturers to stimulate someone to do work beyond what is desired by the organization (Asnawi, 2002). Besides that, remuneration also serves as an award from lecturers who have done a job that has been determined by the leadership. Performance is often referred to as work performance. The term performance comes from the word job performance, which means work performance achieved by someone (Potu, 2013). Understanding performance is the result of work in quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him (Ariyani, 2017).

Remuneration is everything that is received by employees in exchange for the service contribution they provide to the company (Effendi et al., 2009). Remuneration is any form of payment or reward given to employees arising from the work they do (Gorda and Budhi, 2006).

According to Hasbullah et al. (2015), there are five principles that need to be applied in the remuneration system, namely:

1. Merit system, namely the determination of employee income based on the level of position.
2. Fair, meaning that between positions with the same workload and responsibilities of a person with the same weight are paid the same and jobs that require higher knowledge, skills and responsibilities will be paid higher.
3. Eligible, which means being able to meet the needs of a decent life, not just being able to meet the minimum needs.

4. Competitive, salaries earned by civil servants in the same qualifications as private employees can be equivalent. This is because people will compare the rewards they receive with other people. This phenomenon shows the importance of conducting market research and making payments according to packages related to the market.

5. Transparent, civil servants only receive official salaries and benefits. The merit system is a rational remuneration system oriented towards the creation of a sense of fairness. The income given to workers will be linked to the performance of the individual worker. In the application of merit pay, there are different incentives for very good, good, sufficient, and less. The merit system is expected to maintain work productivity and maintain healthy competition.

The merit system directly links rewards with the performance achieved, the higher the performance, the higher the reward received, so that the compensation received by an employee is not necessarily the same as other employees even though they have the same level/class of position. Hanifah (2017) argues that the application of the principle of justice in the remuneration system is not easy, because fairness in everyone's view must be different. Fair in the view of the remuneration provider is different from fair according to the recipient of the remuneration, this gap cannot be eliminated, the policy that may be taken is to minimize it by providing remuneration.

The research objective is to analyze effect of remuneration and achievement motivation on lecturer performance in the Management Department, Faculty of Economics and Business, Universitas Pattimura, Ambon City.

## **RESEARCH METHODS**

The type of approach that the researcher uses is a quantitative descriptive analysis approach with explanatory research. Explanatory research is research that explains the relationship between X and Y

variables (Sugiyono, 2018). Explanatory research is research that explains the relationship between research variables and the hypothesis testing that has been formulated previously. Explanatory research is a form of testing hypotheses between hypothesized variables. In this study there is a hypothesis that will be tested for truth. The hypothesis describes the relationship between two variables, to determine whether or not a variable is associated with other variables, or whether the variable is caused or influenced or not by other variables (Kuncoro, 2003).

The population is a generalization area which includes objects or subjects that have the qualities and characteristics set by the researcher to be studied, which Sukardi concludes (Sugiyono, 2018). The population in this study are lecturers who active in the Management Department, Faculty of Economics and Business, Universitas Pattimura, Ambon City, amounting to 37 people. According to Sugiyono (2018), the sample is part of the number and characteristics possessed by the population. Sample measurement is a step to determine the size of the sample taken in carrying out a study. In addition, it is also noted that the selected sample must show all the characteristics of the population so that it is reflected in the selected sample, in other words the sample must be able to describe the actual or representative state of the population. Determination of the number of samples used by the author in this study is based on the slovin method as a measuring tool to calculate sample size because the number of known population is more than 37 respondents, so the author only takes a sample with the number of employees, which is 33 lecturers in the Management Department, Faculty of Economics and Business, Universitas Pattimura, Ambon City.

The test in this study uses multiple linear regression analysis. Multiple linear regression analysis is used to determine how much influence the independent variables

have on the dependent variable (Kuncoro, 2003).

## **RESULT**

### **Overview of Research Objects**

#### **History of Management Department, Faculty of Economics and Business**

Universitas Pattimura is a state university in Ambon City, Maluku Province, Indonesia, which was established on August 8, 1962. The history of the establishment of Universitas Pattimura began when several community leaders took the initiative to establish a higher education institution in Maluku Province which was started by an educational figure, namely Dr. J. B. Sitanala (deceased). He is a doctor, a prominent figure in Maluku Province who contributed to the field of society in general and the field of education in particular.

Initiatives are taken to realize the aspirations of the people who participate in the development of the Nation and State, especially in the fields of Higher Education and Development of Science. To realize these lofty ideals, a West Irian Maluku Province Higher Education Foundation was formed on July 20, 1955, chaired by Mr. Cornelis Loppies.

On October 3, 1956 the Foundation succeeded in establishing the Faculty of Law, which was later determined as the birthday of Universitas Pattimura. Subsequently, the Faculty of Social and Political Sciences was established on October 6, 1959, and on September 10, 1961, the Faculty of Teacher Training and Educational Sciences was opened.

The university, also known as the UNPATTI acronym, is located at Jalan Ir. M. Putuhena, Poka-Ambon, and now has 8 Faculties, namely: Faculty of Engineering, Faculty of Agriculture, Faculty of Law, Faculty of Social and Political Sciences, Faculty of Fisheries, Faculty of Economics, Faculty of Teacher Training and Education, Faculty of Mathematics and Natural Sciences, and in the 2008/2009 academic year accepted new students for the Medical Education Study Program.

Universitas Pattimura established Faculties, one of which is the Faculty of Economics and Business, Universitas Pattimura established the Departments under the auspices of the Faculty of Economics and Business on December 15, 1964. Stated on September 1, 1965 by Implementing the Baccalaureate Program and, since 1979 the Faculty Economics and Business organizes Bachelor Programs for 2 Departments, namely the Department of General Economics and the Department of Corporate Economics.

In 1983 the Department of General Economics and the Department of Corporate Economics changed to the Department of Economics and Development Studies (IESP) & the Department of Management and on July 30, 1998 the Department of Accounting was formed and started carrying out academic activities on June 1, 2001 until now.

### Vision and Mission

#### Vision

“Creating a Higher Education Institution for Economics and Business that is Responsive to the Needs of the Nation, Innovative, Based on Archipelagic and Maritime Economic Research Based on the Values of Togetherness in Diversity”.

#### Mission

1. Organizing open, quality economic and business education and teaching in order

to produce human resources in accordance with the needs of the community.

2. Carry out research and scientific studies in order to produce new, strategic concepts in the economic and business fields as well as archipelagic or maritime development.
3. Carry out community service activities to solve problems that arise in the community, encourage economic, and business growth.
4. Building a wide network of cooperation with various parties to support the implementation of the Tri Dharma of high-quality universities.
5. Implement efficient and effective, transparent and accountable asset management, finance, and administration to support the implementation of the Tri Dharma of higher education.

### Multiple Linear Regression Analysis Test Results

Multiple linear regression analysis test results are used to determine whether there was an effect of the independent variable on the dependent variable. Multiple linear regression analysis in this study uses the SPSS Version 25 application. The following are the results of the analysis:

**Table 1. Multiple Linear Regression Analysis Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1.(Constant)	3.914	1.151		3.401	.002
Remuneration	.824	.076	.732	10.835	.000
Achievement Motivation	.263	.062	.286	4.235	.000

Source: SPSS Output Data by Researcher (2022)

The results of the study show that remuneration has a positive and significant effect on lecturer performance in the Management Department, Faculty of Economics and Business, Universitas Pattimura, Ambon City. Achievement motivation has a positive and significant effect on lecturer performance in the

Management Department, Faculty of Economics and Business, Universitas Pattimura, Ambon City.

### CONCLUSION AND SUGGESTION

The results of the study show that remuneration has a positive and significant effect on lecturer performance in the

Management Department, Faculty of Economics and Business, Universitas Pattimura, Ambon City. Achievement motivation has a positive and significant effect on lecturer performance in the Management Department, Faculty of Economics and Business, Universitas Pattimura, Ambon City.

The suggestions presented in this final research are as follows:

1. For Lecturers of Management Department, Faculty of Economics and Business

Continue to improve performance, either through remuneration and or achievement motivation provided.

2. For Academics

Can make this research as a reference material to understand effect of remuneration and achievement motivation on lecturer performance and can be taken into consideration for further research.

3. Suggestions for Further Researchers

It is recommended that this research material be used as a reference for further research and to compare the results obtained, considering that the research is still far from perfect.

**Acknowledgement:** None

**Conflict of Interest:** None

**Source of Funding:** None

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How to cite this article: Ferdy Leuhery, Henryeta Nahumury. Effect of remuneration and achievement motivation on lecturer performance in the management department, faculty of economics and business, Universitas Pattimura, Ambon city. *International Journal of Research and Review*. 2022; 9(9): 209-215. DOI: <https://doi.org/10.52403/ijrr.20220922>

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