PERFORMANCE OF STATE CIVIL SERVANTS AT PATTIMURA UNIVERSITY: A REMUNERATION IMPLEMENTATION PERSPECTIVE

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Abstract

This study aims to analyze the effect of the dimension of remuneration on the dimension of employee performance. The sample used is the State Civil Servants which has received remuneration as many as 289 respondent. The analysis technique used is Partial Least Square (PLS). The results showed that the giver and recipient of remuneration did not affect achievement, the giver and recipient of remuneration did not affect accomplishments and the giver and recipient of remuneration did not affect work ability in employee performance at Pattimura University. The results also show that proportionally affects achievement, proportionally affects accomplishments and proportionally affects work ability in employee performance at Pattimura University. And the results also show that motivation affects achievement, motivation affects accomplishments and motivation affects work ability in employee performance at University.

Keywords: Remuneration, Motivation, Proportionally, Performance

1. INTRODUCTION

Remuneration at Pattimura University has been around for several years, since December 2019. This shows that Pattimura University's remuneration policy has been operating for four years. Pattimura University officials, including the chancellor, vice chancellor, bureau heads, section heads and sub-division heads, as well as civil servant lecturers, civil servant educational or administrative staff, non-PNS permanent lecturers, and non-PNS permanent educational or administrative staff, of course receive compensation. However, the applicable policy does not provide compensation to contract employees.

In accordance with the Chancellor's Regulations regarding the Implementation of the Pattimura University Remuneration System, the mechanism for calculating the remuneration system at Pattimura University is based on the Performance Achievement Report of each employee. Apart from that, the ranking of each faculty is also considered in determining the amount of remuneration.

To improve the performance of State Civil Apparatus at Pattimura University, they must be given stimulants in accordance with their duties and responsibilities. This stimulant is given in the form of compensation. Any compensation given to workers due to their performance and tasks assigned by the organization, such as gifts, awards, or promotions, is referred to as remuneration. If compensation is given disproportionately, performance itself cannot be achieved well. This method is considered an effective way to increase the productivity of the State Civil Service in achieving organizational goals. By creating a remuneration system that

is based on the workload and responsibilities of each employee as well as their performance, it is hoped that it can reduce abuse of authority and practices of corruption, collusion and nepotism in the government environment with the aim of creating a just government.

2. LITERATURE REVIEW

Employee Performance

Performance, or work efficiency, is the work result that can be achieved by a person or group of people in an organization in accordance with the institution concerned and its obligations, trying to achieve the goals of the organization concerned legally, without violating the law and in accordance with the objectives of the organization. with morals and ethics (Sinambela, 2021). Performance is work carried out by a person in accordance with their respective authority and responsibilities within a company in order to achieve organizational goals.

Meanwhile, (Suryadi, 2021) explains that efficiency is the result of employee work over a certain period of time compared to various possibilities, such as standards, goals/targets or criteria that have been set and agreed upon.

According to (Damanik, 2019) Performance is the level of success of a person during a certain period in carrying out tasks compared to various possibilities such as standard work results, targets or objectives or criteria that have been determined in advance and have been mutually agreed upon. Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to (Jufrizen, 2021) Employee performance is the result of the employee's work both in terms of quality and quantity in completing the tasks assigned to the employee by their superior or leader based on their role in the company.

Remuneration

Remuneration, according to the Oxford American Dictionary, is Payment or Reward which means payment, appreciation, and in bureaucratic reform it is the restructuring of the payroll system which is connected to the performance appraisal system (Fauzi, 2020). In the large Indonesian dictionary, remuneration is the giving of gifts (award for services) or rewards, and the term reward is also often used in Indonesian as compensation. Several human resource management books that are very popular in Indonesia, especially translations from America, use the term compensation instead of the term remuneration. Remuneration and compensation are often used together. There are some experts who argue that the terms compensation and remuneration are the same, with the only difference being where the two words are written. The term remuneration also became known in Indonesian society after the bureaucratic reform program, one of which was the implementation of remuneration.

Remuneration is given to State Civil Servants as compensation for their work for the organization (Nasution, 2019). Remuneration is an award or reward for the achievements shown by an organization's employees. Remuneration is intended to protect employees from KKN behavior, such as corruption, graft and nepotism. Remuneration, according to (Wahyuni

et al., 2020), are work benefits or remuneration for services received. This can be in the form of salary, honorarium, fixed allowances, incentives, bonuses, severance pay, or pensions. For Civil Servants, remuneration is work benefits other than salary which are related to the performance evaluation system (Afriza, 2020). Remuneration, which is a work reward other than salary received by employees, is intended to improve their quality of life and encourage them to continue working to achieve company goals (Meilinda et al., 2019). Remuneration is closely related to the performance appraisal system.
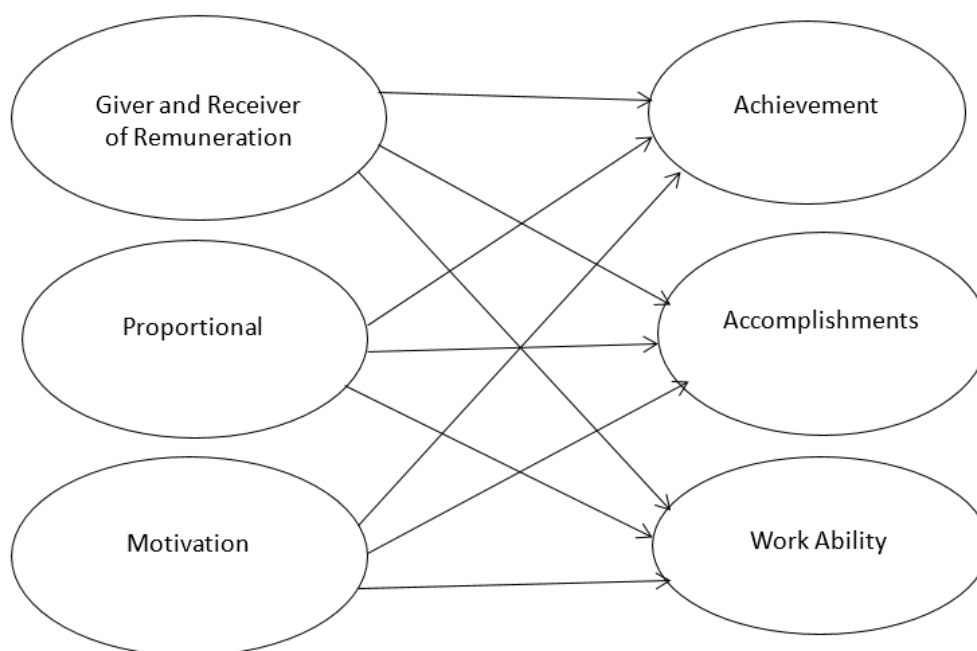

Figure 1: Research Model

3. RESEARCH METHODS

Types of research

This research is survey research using an instrument designed in the form of a questionnaire to obtain primary data information from Pattimura University employees. This research was also designed to test hypotheses with the aim of revealing the influence of remuneration dimensions on employee performance.

Population and Sample

According to (Yuliana, 2022), population is related to the entire group of people, events, or objects that are the focus of the researcher's attention to study. The population that is the object of this research is employees who have received remuneration at Pattimura University. The research sample used in this research was 289 respondent.

Data Analysis Technique

The analytical tool used to analyze the influence of remuneration dimensions on employee performance is Partial Least Square (PLS). Partial Least Square was first developed by Wold in 1975. PLS is a powerful analytical model because it can be used on all types of data scales (nominal, ordinal, interval and ratio) as well as more flexible assumption requirements (Yamin, 2011). PLS can also be considered a PLS approach to structural equation modeling. In the PLS community, the term "path modeling" is preferred to structural Equation Modeling. Nevertheless, both terms can be found in the PLS literature. PLS does not assume that data must follow a particular distribution, for example a normal distribution. The approach is free distribution and flexible sample size. PLS can also be used when the theoretical basis of the model is tentative or the measurement of each latent construct is still new (Yamin, S. & Kurniawan, 2011). Variance-based PLS is designed with prediction purposes in mind. This is an initial concept that must be the basis for researchers. The main focus of PLS is to maximize the variance of endogenous constructs that can be explained by exogenous constructs or identifying constructs to be able to maximize the predictive power of the model. Mention of PLS can also be for confirmation purposes (such as testing hypotheses) and exploration purposes. The main goal is to explain the relationship between the constructs and emphasize the understanding of relationship value. To facilitate research, data processing in this study used XLSTAT PLS-PM 2014 software.

4. RESULTS AND DISCUSSION

Data Quality Test Results

Data quality tests include reliability and validity tests. The reliability test is carried out by looking at the composite reliability values produced by PLS calculations for each construct. The value of a construct is said to be reliable if it provides a composite reliability value > 0.70 (Wert et al. (1979) dalam Ghozali, 2006).

Table 4.1: Reliability Test Results

Latent variables	Dimensions	DG rho (PCA)
Giver and Receiver of Remuneration	6	0.967
Proportional	8	0.984
Motivation	16	0.990
Achievement	8	0.990
Performance	7	0.987
Work ability	15	0.993

Source: Primary data processed, 2024

The construct of giving and receiving remuneration has a composite reliability value of 0.967, this value is above 0.70 as the cutoff value, so all questions about giving and receiving remuneration are reliable. The proportional construct has a composite reliability value of 0.984 (above the cutoff value), so all questions about proportionality are reliable. The motivation construct has a Composite Reliability value of 0.990 (above the cutoff value) so all questions

about motivation are reliable. The achievement construct has a Composite Reliability value of 0.990 (above the cutoff value) so all questions about achievement are reliable. The accomplishments construct has a Composite Reliability value of 0.987 (above the cutoff value) so all questions about accomplishments are reliable. And the work ability construct has a Composite Reliability value of 0.993 (above the cutoff value), so all questions about work ability are reliable.

Next, the validity test is carried out using an evaluation of the measurement model (outer), namely by using convergent validity. Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between each indicator score and the construct score (Ghozali, 2018). An individual reflexive measure is said to be high if it correlates more than 0.70 with the construct to be measured, however according to (Ghozali, 2018)for research in the early stages of developing a measurement scale a value of 0.5 to 0.6 is considered sufficient.

Table 4.2: Convergent Validity Test Results

	Giver and Receiver of Remuneration	Proportional	Motivation	Achievement	Accomplishments	Work ability
GRR1	**0.930**	0.906	0.912	0.900	0.900	0.907
GRR 2	**0.945**	0.936	0.941	0.920	0.922	0.930
GRR 3	**0.944**	0.928	0.934	0.926	0.925	0.932
GRR 4	**0.860**	0.812	0.811	0.776	0.781	0.787
GRR 5	**0.890**	0.836	0.834	0.799	0.806	0.808
GRR 6	**0.894**	0.862	0.861	0.830	0.828	0.836
Prop1	0.929	**0.947**	0.940	0.924	0.923	0.929
Prop2	0.912	**0.945**	0.936	0.930	0.930	0.935
Prop3	0.891	**0.930**	0.909	0.884	0.897	0.894
Prop4	0.925	**0.949**	0.937	0.915	0.916	0.925
Prop5	0.932	**0.957**	0.950	0.923	0.933	0.932
Prop6	0.919	**0.953**	0.943	0.921	0.928	0.927
Prop7	0.925	**0.959**	0.946	0.921	0.928	0.929
Prop8	0.850	**0.887**	0.866	0.832	0.835	0.837
Motiv1	0.924	0.941	**0.956**	0.927	0.932	0.934
Motiv2	0.917	0.936	**0.950**	0.919	0.925	0.929
Motiv3	0.922	0.935	**0.942**	0.909	0.917	0.916
Motiv4	0.893	0.915	**0.921**	0.886	0.890	0.895
Motiv5	0.935	0.951	**0.960**	0.937	0.940	0.944
Motiv6	0.923	0.945	**0.951**	0.913	0.919	0.923
Motiv7	0.909	0.932	**0.949**	0.930	0.933	0.935
Motiv8	0.917	0.934	**0.948**	0.922	0.923	0.929
Motiv9	0.926	0.946	**0.956**	0.926	0.936	0.939
Motiv10	0.945	0.962	**0.973**	0.956	0.959	0.961
Motiv11	0.933	0.933	**0.947**	0.907	0.911	0.914
Motiv12	0.914	0.928	**0.942**	0.927	0.932	0.932
Motiv13	0.434	0.458	**0.454**	0.405	0.414	0.425
Motiv14	0.925	0.933	**0.952**	0.918	0.920	0.925
Motiv15	0.932	0.935	**0.953**	0.916	0.922	0.925

Motiva16	0.924	0.938	**0.956**	0.930	0.932	0.934
Achi1	0.917	0.928	0.937	**0.954**	0.946	0.954
Achi2	0.908	0.923	0.927	**0.957**	0.942	0.945
Achi3	0.912	0.927	0.932	**0.962**	0.949	0.949
Achi4	0.908	0.927	0.933	**0.967**	0.956	0.957
Achi5	0.901	0.930	0.933	**0.959**	0.949	0.949
Achi6	0.909	0.929	0.934	**0.965**	0.954	0.953
Achi7	0.897	0.914	0.918	**0.957**	0.942	0.942
Achi8	0.909	0.924	0.930	**0.961**	0.944	0.948
Acco1	0.908	0.926	0.934	0.938	**0.959**	0.946
Acco2	0.916	0.928	0.932	0.942	**0.953**	0.953
Acco3	0.908	0.932	0.937	0.954	**0.960**	0.947
Acco4	0.901	0.917	0.928	0.943	**0.952**	0.945
Acco5	0.900	0.922	0.924	0.941	**0.954**	0.944
Acco6	0.900	0.926	0.927	0.944	**0.955**	0.945
Acco7	0.902	0.932	0.934	0.942	**0.959**	0.950
WA1	0.909	0.920	0.929	0.938	0.942	**0.953**
WA2	0.916	0.932	0.939	0.944	0.942	**0.958**
WA3	0.914	0.928	0.931	0.941	0.946	**0.959**
WA4	0.918	0.921	0.933	0.936	0.945	**0.954**
WA5	0.912	0.921	0.929	0.938	0.937	**0.954**
WA6	0.910	0.924	0.928	0.946	0.943	**0.954**
WA7	0.908	0.923	0.931	0.947	0.944	**0.958**
WA8	0.906	0.933	0.935	0.948	0.945	**0.952**
WA9	0.909	0.928	0.932	0.942	0.948	**0.954**
WA10	0.899	0.923	0.926	0.936	0.942	**0.950**
WA11	0.912	0.934	0.936	0.937	0.948	**0.953**
WA12	0.905	0.923	0.932	0.934	0.938	**0.942**
WA13	0.910	0.928	0.931	0.962	0.951	**0.953**
WA14	0.904	0.925	0.928	0.940	0.944	**0.952**
WA15	0.906	0.925	0.930	0.948	0.951	**0.950**

Source: Primary data processed, 2024

All indicators used to measure the construct of givers and recipients of remuneration have a correlation value greater than the recommended figure of 0.500, this shows that the questions about givers and recipients of remuneration to measure the construct of givers and recipients of remuneration can be said to be valid. All indicators used to measure the proportional construct have a correlation value greater than the recommended figure of 0.500, this shows that the questions about proportionality to measure the proportional construct can be said to be valid. Almost all indicators used to measure the motivation construct have a correlation value greater than the recommended figure of 0.500, this shows that the questions about motivation to measure the motivation construct can be said to be valid, except for the Motiv13 indicator which is invalid. All indicators used to measure the achievement construct have a correlation value greater than the recommended figure of 0.500, this shows that the questions about achievement to measure the achievement construct can be said to be valid. All indicators used to measure the accomplishments construct have a correlation value greater than the recommended figure of 0.500, this shows that the questions about accomplishments to measure

the accomplishments construct can be said to be valid. All indicators used to measure the work progress construct have a correlation value greater than the recommended figure of 0.500, this shows that the questions about work progress to measure the construct of giving and receiving remuneration can be said to be valid.

The next examination of the discrimanant validity evaluation is to compare the AVE value of each construct with the squared correlation between constructs.

Table 4.3: Discrimanant Validity Test Results

Discriminant validity (Squared correlations < AVE) (Dimension 1):							
	Giver and Receiver of Remuneration	**Proportional**	**Motivation**	**Achievement**	**Accomplishments**	**Work ability**	**Mean Communalities (AVE)**
Giver and Receiver of Remuneration	**1**	0.437	0.442	0.493	0.497	0.410	0.830
Proportional	0.437	**1**	0.474	0.428	0.439	0.444	0.886
Motivation	0.442	0.474	**1**	0.438	0.448	0.455	0.860
Achievement	0.493	0.428	0.438	**1**	0.474	0.478	0.922
Performance	0.497	0.439	0.448	0.474	**1**	0.481	0.914
Work ability	0.410	0.444	0.455	0.478	0.481	**1**	0.908
Mean Communalities (AVE)	0.830	0.886	0.860	0.922	0.914	0.908	**0**

Source: Primary data processed, 2024

Based on the results of this table, the AVE value for the remuneration giver and recipient construct is 0.830, while the square of the correlation between the remuneration giver and recipient constructs with other constructs (first row in the table) is smaller than the AVE of the remuneration giver and recipient constructs. The AVE value for the proportional construct is 0.886, while the square of the correlation between the proportional construct and other constructs (second row in the table) is smaller than the AVE for the proportional construct. The AVE value for the motivation construct is 0.860, while the square of the correlation between the motivation construct and other constructs (third row in the table) is smaller than the AVE of the motivation construct. The AVE value for the achievement construct is 0.922, while the square of the correlation between the achievement construct and other constructs (fourth row in the table) is smaller than the AVE of the achievement construct. The AVE value for the accomplishments construct is 0.914, while the square of the correlation between the accomplishments construct and other constructs (fifth row in the table) is smaller than the AVE for the accomplishments construct. The AVE value for the work ability construct is 0.908, while the square of the correlation between the work ability construct and other constructs (fourth row in the table) is smaller than the AVE for the work ability construct. These results indicate that the constructs in this research have good discriminant validity.

Data Analysis

Coefficient of Determination

Model assessment with PLS begins by looking at the R-square for each endogenous construct. Changes in the R-square value can be used to assess the influence of certain exogenous constructs on endogenous constructs whether they have a substantive influence. The following table is the result of R-square estimation using XLSTAT PLS PM 2014.

Table 4.4: Test results R² (Achievement)

R²	F	Pr > F
0.941	1503,199	0,000

Source: Primary data processed, 2024

The table above shows that the R2 value of the achievement construct is 0.941. The higher the R2 value, the greater the exogenous construct can explain the endogenous construct, so the better the structural equation. The R2 value of the achievement construct is 0.941, which means that 94.1% of the achievement variance is explained by the giver and recipient of remuneration, proportionality and motivation, while the remaining 5.9% is explained by other constructs outside this research.

Table 4.5: Test results R² (Accomplishments)

R²	F	Pr > F
0.951	1824,611	0,000

Source: Primary data processed, 2024

The table above shows that the R2 value of the accomplishments construct is 0.951. The higher the R2 value, the greater the exogenous construct can explain the endogenous construct, so the better the structural equation. The R2 value of the accomplishments construct is 0.951, which means that 95.1% of the variance in accomplishments is explained by the giver and recipient of remuneration, proportionality and motivation, while the remaining 4.9% is explained by other constructs outside this research.

Table 4.6: R² Test Results (Work Ability)

R²	F	Pr > F
0.957	2112,710	0,000

Source: Primary data processed, 2024

The table above shows that the R2 value of the work ability construct is 0.957. The higher the R2 value, the greater the exogenous construct can explain the endogenous construct, so the better the structural equation. The R2 value of the work ability construct is 0.957, which means that 95.7% of the variance in work ability is explained by the giver and recipient of remuneration, proportionality and motivation, while the remaining 4.3% is explained by other constructs outside this research.

Path Coefficient

Hypothesis 1

The first hypothesis (H1) states that the giver and recipient of remuneration have a positive effect on achievement. The table below shows that givers and recipients of remuneration have a positive effect on achievement. The influence of the construct of giving and receiving remuneration on achievement is positive (0.040) but not significant at 0.522.

Table 4.7: Hypothesis Test Results 1

Latent variables	Value	t	Pr > |t|	Hypothesis
Intercept	0,000	0,000	1,000	Rejected
Giver and Receiver of Remuneration	0.040	0.642	0.522	

Source: Primary data processed, 2024

Hypothesis 2

The second hypothesis (H2) states that proportionality has a positive effect on achievement. The table below shows that proportionality has a positive effect on achievement. The effect of the proportional construct on achievement is positive (0.271) and significant at 0.004.

Table 4.8: Hypothesis Test Results 2

Latent variables	Value	t	Pr > |t|	Hypothesis
Intercept	0,000	0,000	1,000	Accepted
Proportional	0.271	2,909	0.004	

Source: Primary data processed, 2024

Hypothesis 3

The third hypothesis (H3) states that motivation has a positive effect on achievement. The table below shows that motivation has a positive effect on achievement. The influence of the motivation construct on achievement is positive (0.663) and significant at 0.004.

Table 4.9: Hypothesis Test Results 3

Latent variables	Value	t	Pr > |t|	Hypothesis
Intercept	0,000	0,000	1,000	Accepted
Motivation	0.663	6,819	0,000	

Source: Primary data processed, 2024

Hypothesis 4

The fourth hypothesis (H4) states that the giver and recipient of remuneration have a positive effect on accomplishments. The table below shows that givers and recipients of remuneration have a positive effect on accomplishments. The influence of the construct of giving and receiving remuneration on accomplishments is negative (-0.021) and not significant at 0.710.

Table 4.10: Hypothesis Test Results 4

Latent variables	Value	t	Pr > |t|	Hypothesis
Intercept	0,000	0,000	1,000	Rejected
Giver and Receiver of Remuneration	-0.021	-0.373	0.710	

Source: Primary data processed, 2024

Hypothesis 5

The fifth hypothesis (H5) states that proportionality has a positive effect on accomplishments. The table below shows that proportionality has a positive effect on accomplishments. The influence of the proportional construct on accomplishments is positive (0.310) and significant at 0.000.

Table 4.11: Hypothesis Test Results 5

Latent variables	Value	t	Pr > |t|	Hypothesis
Intercept	0,000	0,000	1,000	Accepted
Proportional	0.310	3,651	0,000	

Source: Primary data processed, 2024

Hypothesis 6

The sixth hypothesis (H6) states that motivation has a positive effect on accomplishments. The table below shows that motivation has a positive effect on accomplishments. The influence of the motivation construct on accomplishments is positive (0.688) and significant at 0.000.

Table 4.12: Hypothesis Test Results 6

Latent variables	Value	t	Pr > |t|	Hypothesis
Intercept	0,000	0,000	1,000	Accepted
Motivation	0.688	7,757	0,000	

Source: Primary data processed, 2024

Hypothesis 7

The seventh hypothesis (H7) states that the giver and recipient of remuneration have a positive effect on work ability. The table below shows that the giver and recipient of remuneration have a positive effect on work ability. The influence of the construct of giving and receiving remuneration on work ability is positive (0.054) but not significant at 0.309.

Table 4.13: Hypothesis Test Results 7

Latent variables	Value	t	Pr > |t|	Hypothesis
Intercept	0,000	0,000	1,000	Rejected
Giver and Receiver of Remuneration	0.054	1,018	0.309	

Source: Primary data processed, 2024

Hypothesis 8

The eighth hypothesis (H8) states that proportionality has a positive effect on the achievement of work ability. The table below shows that proportionality has a positive effect on work ability. The influence of the proportional construct on work ability is positive (0.243) and significant at 0.002.

Table 4.14: Hypothesis Test Results 8

Latent variables	Value	t	Pr > |t|	Hypothesis
Intercept	0,000	0,000	1,000	Accepted
Proportional	0.243	3,070	0.002	

Source: Primary data processed, 2024

Hypothesis 9

The ninth hypothesis (H9) states that motivation has a positive effect on work ability. The table below shows that motivation has a positive effect on work ability. The influence of the motivation construct on work ability is positive (0.685) and significant at 0.000.

Table 4.15: Hypothesis Test Results 9

Latent variables	Value	t	Pr > |t|	Hypothesis
Intercept	0,000	0,000	1,000	Accepted
Motivation	0.685	8,284	0,000	

Source: Primary data processed, 2024

Discussion

The research results show that almost all hypotheses in this study can be accepted except Hypothesis 1, Hypothesis 4 and Hypothesis 7 which are rejected. Hypothesis 2, Hypothesis 3, Hypothesis 5, Hypothesis 6, Hypothesis 8, Hypothesis 9 can be accepted.

The results of the research show that the variables giving and receiving remuneration have no influence on either employee performance achievement, employee performance accomplishments and employee performance ability. Employee performance achievement can be influenced by various factors, such as ability, motivation and work environment. Although giving and receiving remuneration can influence employee motivation and job satisfaction, research shows that this variable does not always have a direct influence on employee performance achievements. This can happen if the giving and receiving of remuneration is not based on clear and objective criteria, or if employees do not have the abilities or skills needed to achieve the set performance targets. Employee performance accomplishments can be influenced by various factors, such as ability, motivation and work environment. Although giving and receiving remuneration can influence employee motivation and job satisfaction, research shows that this variable does not always have a direct influence on employee performance. This can happen if the giving and receiving of remuneration is not based on clear and objective criteria, or if employees do not have the abilities or skills needed to achieve the

set performance targets. Employee performance ability can be influenced by various factors, such as ability, motivation and work environment. Although giving and receiving remuneration can influence employee motivation and job satisfaction, research shows that this variable does not always have a direct influence on employee performance. This can happen if the giving and receiving of remuneration is not based on clear and objective criteria, or if employees do not have the abilities or skills needed to achieve the set performance targets. From the explanation above, we can conclude that the variables giving and receiving remuneration do not always have a direct influence on employee performance achievement, employee performance accomplishments, or employee performance ability. Giving and receiving good remuneration must be based on clear and objective criteria, and must be adjusted to the employee's abilities and skills. Apart from that, other factors such as motivation, work environment, and organizational support can also influence employee performance.

The research results also show that the proportional variable has an influence on employee performance achievement, employee performance accomplishments and employee performance ability. Proportional variables can influence employee performance achievements. The right proportion in the division of tasks and responsibilities can increase employee work efficiency and effectiveness. This can influence employee performance achievements because employees can work more focused and organized. Proportional variables can also influence employee performance. Proportional division of tasks and responsibilities can enable employees to work more effectively and efficiently, thereby increasing employee performance. Proportional variables can also influence employee performance capabilities. Proportional division of duties and responsibilities can enable employees to develop the abilities and skills needed to achieve set performance targets. From the explanation above, we can conclude that proportional variables can have a positive influence on employee performance achievements, employee performance achievements, and employee performance work abilities. Proportional division of tasks and responsibilities can increase employee work efficiency and effectiveness, thereby increasing employee performance, performance accomplishments and work ability. Therefore, it is important for organizations to pay attention to the right proportions in the division of tasks and responsibilities to improve employee performance.

The research results also show that motivation variables have an influence on employee performance achievement, employee performance accomplishments and employee performance ability. Motivation can influence employee performance achievement. Motivated employees tend to work more actively and focused, so that they can increase employee performance achievements. Motivation can also influence the quality of employee work, thereby increasing work effectiveness and efficiency. Motivation can also influence employee performance. Motivated employees tend to work more actively and focused, so that they can improve employee performance. Motivation can also influence the quality of employee work, thereby increasing work effectiveness and efficiency. Motivation can also influence employee work performance abilities. Motivated employees tend to have better abilities and skills, so that they can improve employee performance. Motivation can also influence the quality of employee work, thereby increasing work effectiveness and efficiency.

From the explanation above, we can conclude that motivation variables have a significant influence on employee performance achievement, employee performance accomplishments, and employee performance work ability. Therefore, it is important for organizations to pay attention to employee motivation in an effort to improve employee performance, achievement and work ability. Several ways that can be done to increase employee motivation include providing awards and recognition for work performance, providing training and skills development, and providing a conducive and supportive work environment.

5. CONCLUSION

Conclusion

The research results show that: 1) The giver and recipient of remuneration have no effect on achievement, accomplishments and work ability in employee performance at Pattimura University. 2) Proportional influence on achievement, accomplishments and work ability in employee performance at Pattimura University. 3) Motivation influences achievement, achievement and work ability in employee performance at Pattimura University.

Suggestion

Based on the various limitations found in this research, several suggestions that can be given are as follows: 1) It is hoped that further research will be able to learn more about other variables outside this research, such as the work environment and employee competence in other fields. 2) The impact of remuneration given to employees at Pattimura University must be considered.

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