



The Effect of Remuneration and Work Motivation on the Performance of Administrative Employees

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Abstract

This study aims to determine and analyze the effect of Remuneration and Work Motivation on the Performance of Administrative Employees at RSUP Prof. Dr. R. D. Kandou. This study used a quantitative approach. The population in this study was administrative employees at RSUP Prof. Dr. R. D. Kandou. The sampling technique uses a simple random sampling technique. Data collection techniques by distributing questionnaires, while secondary data through literature studies by reading various literature. Data analysis techniques use Research Instrument Test (validity and reliability test), t test, F test, r square test and multiple linear regression analysis with the help of SPSS software. The results of this study show that: (1) Remuneration has a positive and significant effect on performance; (2) Work Motivation has a positive and significant effect on Performance; (3) Remuneration and Work Motivation have a positive and significant effect on Performance. The performance of administrative employees at RSUP Prof. Dr. R. D. Kandou is influenced by remuneration of 41.4% and work motivation of 31.4%. It is partially concluded that the variable of Work Motivation most dominantly affects the Performance of Administrative Employees. Suggestions that can be conveyed to RSUP Prof. Dr. R. D. Kandou that it is necessary to continue to monitor and evaluate employee performance so that the services provided to the community are maximized. Moreover, motivation at work is one of the factors that can improve the performance of administrative employees at RSUP Prof. Dr. R. D. Kandou.

Introduction

Central General Hospital Prof. Dr. R. D. Kandou as an institution that provides services to the community is required to provide the best service to patients and the community as illustrated by employee performance. As a Government Hospital, employees at RSUP Prof. Dr. R. D. Kandou are government employees / state civil servants (ASN) and non-permanent employees (BLU). Employees of the State Civil Apparatus (ASN) at RSUP Prof. Dr. R. D. Kandou consist of Civil Servants (PNS) and PPPK. Law Number 20 of 2023 concerning the State Civil Apparatus stipulates that the government provides equal rights for civil servants and PPPK. ASN employees are entitled to awards and recognition in the form of material and / or non-material consisting of income, motivational awards (financial and non-financial), benefits and facilities, social security, health insurance, work accident insurance, death insurance, pension and old age insurance, work environment (physical and non-physical), self-development (talent development, career and / or competency development), and legal aid (litigation and non-litigation).

All employees at RSUP Prof. Dr. R. D. Kandou get rights in accordance with the Law on Civil Servants, one of which is allowances in the form of remuneration. Based on the Decree of the

Director General of Health Services Number HK.02.02/D/7373/2023 concerning Technical Guidelines for Remuneration Implementation at Hospital Work Units within the Directorate General of Health Services that Apply the Financial Pattern of Public Service Agencies, the application of remuneration is calculated based on the level of employee performance achievement. The level of individual performance achievement is the amount of performance achieved in a certain period of time based on the components of performance indicator assessment. This is carried out as an effort by management to spur performance in carrying out their respective duties and job functions.

Remuneration is one of the factors that can spur employee performance at RSUP Prof. Dr. R. D. Kandou. The provision of remuneration makes employees give all their power and effort to achieve the performance set every month. In the assessment of individual performance every month there are 3 (three) assessment indicators, namely aspects of quality, quantity, and behavior. With employees achieving and/or exceeding predetermined performance targets, the remuneration received also follows.

Based on initial research, researchers found that there are still employees who question the remuneration received. This is certainly not unreasonable. Some employees assess that they have carried out their work optimally and achieved performance targets, but the remuneration received has not changed or even in other cases the remuneration received is the same as other colleagues who have less work. Conditions like this can certainly affect the performance of employees who assume that the assessment of remuneration is not objective.

In addition to remuneration, work motivation is also a determining factor for employee performance. According to Handayani (2019), motivation is a desire that exists in a person that stimulates him to perform various actions. Mangkunegara (2007) also defines motivation as a condition that moves employees to be able to achieve the goals of their motives. Thus, it can be concluded that work motivation is intrinsic, namely a drive from within employees to give the best of themselves. Based on initial research, researchers found that the work motivation of RSUP employees Prof. Dr. R. D. Kandou in carrying out their duties and job functions was not carried out optimally. This can be seen from the many complaints of patients, patients' families and the community who are dissatisfied with the services of employees, both doctors, nurses, other health workers and administrative employees when they get health services. Employee motivation that is not optimal certainly has a direct effect on employee performance that is not optimal as well. If management does not monitor and evaluate, the impact will be greater, which affects organizational performance. With employees having optimal work motivation, employees will carry out their duties and work optimally, which affects the performance of these employees.

With the development of the digital world, the performance of employees who appear in service to the community can be quickly spread to the public. On social media, there are complaints submitted by patients, patients' families and the community over the experiences experienced when getting health services at RSUP Prof. Dr. R. D. Kandou. Therefore, the performance of employees at RSUP Prof. Dr. R. D. Kandou needs important attention by management.

Methods

The type of research used in this study is quantitative research. This research was conducted at RSUP Prof. Dr. R. D. Kandou Manado which is located at Jl. Raya Tanawangko Number 56, Malalayang District, Manado City, North Sulawesi Province. The population in this study was employees in the administrative or functional non-health workers at RSUP Prof. Dr. R. D. Kandou as many as 549 people. From the determined population, researchers decided to use

the Slovin formula ($n = N / 1 + (ne^2)$). Based on calculations using the Slovin formula, the number of samples to be used in this study was 85 people. The data used in this study are primary data and secondary data. Primary data is data processed in the form of numbers obtained from a questionnaire scale distributed to respondents which is then processed using SPSS software. The questionnaire that the researcher distributed to respondents was a questionnaire in the form of a statement. While secondary data were collected through literature study after reading various literature.

The variables used in this study are explained as follows; (a) Free Variable (*Independent*) The independent variable is a variable whose value affects the change in the dependent variable (Nikmatur, 2017). Remuneration (X1) and work motivation (X2) were used as independent variables in this study; (b) Dependent Variables *Dependent* variables are variables whose value is influenced or dependent on the value of the independent variable (Nikmatur, 2017). The dependent variable used in this study was employee performance (Y).

The operational definition of each variable and its indicators is described in the table below.

Tabel 1. Operasional Variabel

Research Variables	Operational Definition	Dimension	Indicator	Scale
Remuneration (X1) ; Thierry	Rewards or remuneration received by employees for the achievement of performance that has been carried out provided by work agencies with attention to transparency, fairness and controllability	Transparency	Amount of Remuneration	Likert
			Criteria / conditions that must be met	
		Justice	Performance measures	Likert
		Controllability	Planning performance targets	Likert
			Achievement of performance targets	
Work Motivation (X2) ; Siagian (2012)	The driving force that causes a member of the organization to be willing and willing to mobilize the ability to form expertise and skills, energy and time to carry out various activities that are his responsibility and fulfill his obligations in order to achieve the goals and objectives of the organization that have been determined previously	Driving Power	Personal encouragement	Likert
		Desire	Employee willingness	Likert
		Kerelaan	Willingness of employees to work	Likert
		Skill	Employee employability	Likert
		Skills	Employability skills of employees	Likert
		Responsibility	Commitment and thoroughness of employee work	Likert
		Obligation	Obligations of employees at work	Likert
		Purpose	Purpose of work	Likert
Employee Performance	How an employee carries out his work	Quality of work	Precision and thoroughness	Likert

(Y) ; Mitchell (Sedarmayanti 2011)	using technical skills, conceptual skills and interpersonal relationship skills possessed.	Timeliness	Accuracy of task completion	Likert
		Initiative	Enthusiasm for work	Likert
		Ability	Employability	Likert
		Komunikasi	Interpersonal relationships	Likert

Source : Processed by Researchers

Data analysis used in this study are:

Partial Test (Test t)

The statistical test t basically shows how far the influence of one independent individual variable individually in explaining the dependent variable (Ghozali, 2011). In this study using a two-tailed significant test, which is a test that has two Ho rejection areas, located at the right and left ends. A two-tailed test is a null hypothesis test if the sample statistic is significantly higher or lower than the assumed population parameter values. In this case the null hypothesis and the alternative hypothesis are respectively (Harinaldi & Eng, 2005): (a) $H_0 : \mu = \text{assumed value}$; (b) $H_a : \mu \neq \text{the assumed value}$

According to Darma (2021) in determining the criteria in the partial test (Test t) two tailed test can be seen as follows:

Test the Hypothesis by comparing t count with t table

If $-t \text{ table} \leq t \text{ calculate} \leq +t \text{ table}$, then H_0 is accepted and H_a is rejected, meaning that the partially independent variable does not have a significant effect on the dependent variable.

Test Hypotheses based on Significance

If the number is sig. > 0.05 , then H_0 is accepted, If the number is sig. < 0.05 , then H_0 was rejected.

Test Simultaneously (Test F)

This test aims to prove whether the independent variables (X) simultaneously (together) have an influence on the dependent variable (Y) (Ghozali, 2011).

If $F_{\text{calculate}} > F_{\text{table}}$, then H_0 is rejected and H_a is accepted, which means that the independent variable has a significant influence on the dependent variable using a significant rate of 5%, if the value of $F_{\text{calculate}} > F_{\text{table}}$ then together all independent variables affect the dependent variable. In addition, you can also look at the probability value. If the probability value is less than 0.05 (for significance level = 5%), then the independent variables together affect the dependent variable. Meanwhile, if the probability value is greater than 0.05, then the independent variable simultaneously has no effect on the dependent variable.

Multiple regression test

Analysis of data used to determine the effect of remuneration and work motivation on performance is to use a test multiple regression. This data analysis technique uses the SPSS computer program. In accordance with the written research problem, which is to analyze the influence of variables. To measure the effect between the independent variable and the dependent variable, this was studied bivariately using Multiple regression test at a meaning level of 95% or α value = 0.05. If a value greater than $\alpha=0.05$ means H_0 is accepted, conversely a value less than $\alpha=0.05$ indicates H_0 is rejected and H_a is accepted.

To be able to analyze the effect of remuneration and work motivation variables on employee performance, the data analysis technique used is a multiple linear regression analysis model formulated as follows:

$$Y = a + b_1 X_1 + b_2 X_2$$

Where:

Y : Employee Performance Variables

a : Constant

b₁, b₂ : Regression coefficient

X₁ : Remuneration Variable

X₂ : Work Motivation Variable

Result and Discussion

Test t (Partial Test)

The t test or partial test is a test conducted to test whether the independent variables, namely remuneration and work motivation partially (separately) have a significant effect or not on the dependent variable of administrative employee performance at RSUP Prof. Dr. R. D. Kandou. The testing process carried out is to compare the p-value (in the sig column) greater than *level of significant* The specified is 5% or 0.05 or t count (in column t) greater than t table. Calculation of table t values with formulas $t (\alpha / 2 ; n - k - 1)$ ie $t (0.025 ; 85-2-1)$, so that the table t value is 1.993.

The procedure for testing the t-test hypothesis is as follows: (a) If t counts > t table, then H₀ is rejected and H_a is accepted. This means that there is an influence of the independent variable on the dependent variable; (b) If t counts < t table, then H₀ is accepted and H_a is rejected. This means that there is no influence of the independent variable on the dependent variable.

The following are the results of the t test using the SPSS program can be seen in the table below.

Table 2. Dependent Variable: Employee Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.566	13.244		.043	.966
	Remuneration	.414	.207	.189	1.995	.049
	Work Motivation	.314	.051	.590	6.220	.000

a. Dependent Variable: Employee Performance

Source : SPSS data processing results

Based on the analysis of the t-test results from the table above, the partial testing of the influence of each independent variable on the dependent variable can be described as follows: (a) The results of the partial test on the effect of the remuneration variable (X₁) on the employee performance variable (Y) above showed that the calculated t value of 1,995 was greater than the table t value of 1,993 (1,995 > 1,993), also a significant value of 0.049 smaller than alpha 0.05 (0.049 < 0.05). So it can be concluded that the hypothesis stating that remuneration has a

positive and significant effect on the performance of administrative employees (H1) is accepted and H0 is rejected; (b) The results of a partial test on the effect of the work motivation variable (X2) on the employee performance variable (Y) above showed that the calculated t value of 6,220 was greater than the table t value of 1,993 ($6,220 > 1,993$). It can also be seen that a significant value of 0.00 is smaller than an alpha of 0.05 ($0.00 < 0.05$). Based on this, it states that work motivation has a positive and significant effect on the performance of administrative employees (H2) is accepted and H0 is rejected.

F Test

Test f is a test conducted to test whether the independent variables, namely remuneration and work motivation, together have a significant effect or not on the dependent variable of administrative employee performance at RSUP Prof. Dr. R. D. Kandou. The testing process carried out is by comparing the p-value (in the sig column) smaller than the *specified level of significance* which is 5% or 0.05 or by comparing the calculated f value (in the f column) greater than the f table. Calculation of the value of f table with the formula $f(k; n-k) = f(2; 85-2)$, so that the value of f table is 3.09.

The procedure for testing the f test hypothesis is as follows: (a) If $F_{\text{counts}} > F_{\text{table}}$ or $\text{Sig. } F < 5\%$ then H0 is rejected and Ha is accepted. This means that simultaneously the independent variable has a significant effect on the dependent variable; (b) If $F_{\text{counts}} < F_{\text{table}}$, or $\text{Sig. } F > 5\%$ then H0 is accepted and Ha is rejected. This means that simultaneously the independent variable has no significant effect on the dependent variable.

The following are the results of the F test using the SPSS program can be seen in table 17 below.

Table 3. F test using the SPSS program

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	179.888	2	89.944	19.373	.000 ^b
	Residual	380.700	82	4.643		
	Total	560.588	84			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Motivation, Remuneration						

Source : SPSS data processing results

Based on the results of the F test, it is concluded that the independent variables of remuneration (X1) and work motivation (X2) simultaneously (together) have a significant effect on the dependent variable of employee performance (Y). This can be seen in table 17 which shows that the calculated F value of 19.373 is greater than the table F value of 3.09 ($19.373 > 3.09$), and the significant value of 0.00 is less than alpha 0.05 ($0.00 < 0.05$). So it can be concluded that the hypothesis stating that remuneration and work motivation have a positive and significant effect on the performance of administrative employees (H3) is accepted and H0 is rejected.

Test Coefficient of Determination (R Square)

The coefficient of determination test is a measurement made to see the ability of the model to explain the influence of the independent variable. Hypothesis testing with a coefficient of determination test looks at the value of R- Square (R2). The value of R2 should preferably be

in the interval $0 \leq R^2 \leq 1$. If R^2 is large (close to 1), it means that the independent variable can exert a significant influence on the dependent variable. Whereas if R^2 is small, it means that the ability to influence the independent variable on the dependent variable is very limited. The processed results of the SPSS program in the analysis of the coefficient of determination (R^2) can be clearly seen in table 18 as follows:

Table 4. coefficient of determination (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.566 ^a	.321	.304	2.155
a. Predictors: (Constant), Work Motivation, Remuneration				

Source : SPSS data processing results

Based on the test table of the coefficient of determination (R square) above, it can be concluded that the R^2 value of 0.321 shows that the influence of independent variables, namely remuneration (X_1) and work motivation (X_2) on the performance of administrative employees (Y) is 0.321 or 32.1%. The variance in the performance of administrative employees (Y) was influenced by remuneration (X_1) and work motivation (X_2) by 32.1% while the remaining 67.9% was influenced by other factors not described in this study or outside of this model.

Multiple Linear Regression Analysis

Data analysis used to determine the effect of remuneration and work motivation on performance is to use multiple regression tests.

Table 5. multiple regression tests

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.566	13.244		.043	.966
	Remuneration	.414	.207	.189	1.995	.049
	Work Motivation	.314	.051	.590	6.220	.000
a. Dependent Variable: Employee Performance						

Source : SPSS data processing results

Multiple linear regression analysis of the effect of remuneration and work motivation variables on employee performance uses the following form of equation:

$$Y = a + b_1 X_1 + b_2 X_2$$

So

$$Y = 0.566 + 0.414 X_1 + 0.314 X_2 + e$$

In this regression model, the value of the constant listed at 0.566 means that if the remuneration (X_1) and work motivation (X_2) in the model are assumed to be equal to 0, then employee performance (Y) is equal to 0.566. The value of the regression coefficient of the variable X_1 is positive which is 0.414 means that every increase in remuneration (X_1) by 1% will increase employee performance (Y) by 0.414 or 41.4%. The value of the regression coefficient of the

variable X2 is positive, which is 0.314, meaning that every increase in work motivation (X2) by 1% will increase employee performance (Y) by 0.314 or 31.4%.

This study used two independent variables and one dependent variable. Where the independent variable is remuneration as (X1), and work motivation as (X2), while for the dependent variable is the performance of administrative employees (Y). Based on the results of data processing conducted in this study, it is known that Remuneration (X1) and Work Motivation (X2), both partially and simultaneously have a positive and significant effect on the Performance of Administrative Employees of RSUP Prof. Dr. R. D. Kandou.

The Effect of Remuneration on the Performance of Administrative Employees

The results showed that remuneration had a positive and significant influence on the performance of administrative employees of RSUP Prof. Dr. R. D. Kandou. The provision of remuneration can increase employee productivity so that employee performance is achieved in accordance with predetermined targets. Remuneration with several indicators including information about the amount of remuneration, criteria and requirements determined, performance measures have an influence on employee performance (Nurhayati & Darwansyah, 2013). Because with employees clearly knowing information about the amount of remuneration and performance measures obtained with the criteria and requirements set, the dimensions of transparency and fairness of remuneration are achieved so that it affects the achievement of employee performance. In addition, performance planning to performance achievement also has an influence on employee performance. This is because the provision of remuneration is based on the achievement of the performance of each employee in accordance with their performance planning. Therefore, well-planned performance so that later it can be achieved optimally will get remuneration in accordance with the requirements which ultimately affect employee performance.

Mondy et al. (1993) state that remuneration as a form of reward received by an employee / employee for their contribution to the organization. Remuneration itself is a reward or remuneration for services provided by the company to the workforce as a result of the achievements it has given in order to achieve company goals. Basically, remuneration aims to attract capable and experienced employees, retain quality employees, motivate employees to work effectively, form positive behavior, and become a tool to control expenses, which are factors that can help achieve the organization's vision and mission.

The policy of providing remuneration is closely related to improving the performance of civil servants (Sugandi, 2028). This is part of bureaucratic reform efforts designed by the government which aims to build a remuneration system based on work performance, livability levels, fair and decent salaries in accordance with the workload and responsibilities of employees, able to increase productivity and improve the pension system.

The results of this study are reinforced by previous research conducted by Megawe et al. (2020) which showed that remuneration has a positive and significant influence on employee performance. This means that the provision of remuneration creates a situation where employees feel valued, cared for and motivated to give their best performance. Therefore, if employees receive the right remuneration, employees are motivated to improve performance in carrying out the duties and responsibilities given. In this case, it is very important for the work unit to view remuneration as an indicator of improving employee performance (Agustinarsih, 2023).

The Effect of Work Motivation on the Performance of Administrative Employees

The results showed that work motivation had a positive and significant impact on the performance of administrative employees of RSUP Prof. Dr. R. D. Kandou.

Motivation is a trigger to improve employee performance. Employees who have high work motivation in carrying out the duties and responsibilities given have a tendency to achieve better work results (Wijaya et al., 2021). In addition, motivation is also an encouragement that comes from internal employees to overcome obstacles in work and create opportunities to maintain employee consistency in achieving goals, both personal performance targets and work unit performance targets in the form of organizational vision and mission.

According to Siagian (2012), work motivation is defined as a driving force that causes a member of the organization to be willing and willing to mobilize the ability to form expertise and skills, energy and time to carry out various activities that are his responsibility and fulfill his obligations. Thus achieved the achievement of predetermined goals and objectives of the organization. So that work motivation can be interpreted as a drive that can cause employees to work optimally in order to achieve organizational goals.

The results of this study are reinforced by previous research conducted by Teja et al. (2017) which showed that work motivation has a positive and significant influence on employee performance. This means that maximum work motivation will have an impact on achieving employee performance so that in the end organizational goals can be achieved. Achieving organizational goals that have been set requires work motivation from each employee because motivation is a trigger that moves each employee to aim for organizational goals.

The Effect of Remuneration and Work Motivation on the Performance of Administrative Employees

The results showed that remuneration and motivation simultaneously had a positive and significant impact on the performance of administrative employees of RSUP Prof. Dr. R. D. Kandou. This indicates that with all variables combined, it can provide good service performance. With good performance of administrative employee services to *stakeholders*, it is expected that the completion of work runs effectively, efficiently and provides work results that are in accordance with expectations for the achievement of organizational goals.

Conclusion

Based on the results of research and discussion on the effect of remuneration and work motivation on the performance of administrative employees conducted at RSUP Prof. Dr. R. D. Kandou, it can be concluded as follows: (1) Based on the results of the study, it is proven that partial remuneration has a positive and significant effect on the performance of administrative employees at RSUP Prof. Dr. R. D. Kandou. This means that any change in the provision of remuneration will significantly affect the performance of administrative employees within the confidence range of 41.4%; (2) Based on the results of the study, it proved that partial work motivation had a positive and significant effect on the performance of administrative employees at RSUP Prof. Dr. R. D. Kandou. This means that any change in the provision of remuneration will significantly affect the performance of administrative employees within the confidence range of 31.4%; (3) Based on the results of the study, it is proven that simultaneously remuneration and work motivation have a positive and significant effect on the performance of administrative employees at RSUP Prof. Dr. R. D. Kandou; (4) Based on the results of the study, it can be concluded that it partially shows that the most

dominant variable affecting the performance of administrative employees from the two independent variables is work motivation.

From the conclusions obtained in this study, the suggestions that can be submitted as a complement to the results of the study are as follows: (1) The author hopes that administrative employees at RSUP Prof. Dr. R. D. Kandou can maintain and even improve service performance. This is because RSUP Prof. Dr. R. D. Kandou as a vital government organization that provides health services to the community. Management needs to continue to monitor and evaluate employee performance so that the services provided to the community are maximized. Moreover, motivation at work is one of the factors that can improve the performance of administrative employees at RSUP Prof. Dr. R. D. Kandou. Administrative employees of RSUP Prof. Dr. R. D. D. Kandou must have strong and maximum work motivation to provide services to stakeholders, both patients, patients' families, and the community who get health services at RSUP Prof. D. R. Kandou. (2) It is expected that in the next study variables can be added or combined with other variables both inside and outside the author's research variables. With the more diverse variables used, it is hoped that it will further refine the research. (3) It is expected that in future studies the number of samples will be increased so that the research is more accurate and perfect. For the next researcher, hopefully my research can be a reference, reference and reference material in your research so that it becomes quality research.

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