The E Ffect Of Remuneration And Motivation On Lecturers' Performance With Work Culture As A Moderating Variable In The Faculty Of Pharmacy, University Of Andalas

DefriHartati

Faculty of Economics, Andalas University

Email : defta19se@gmail.com

HendraLukito

Faculty of Economics, Andalas University

Yulihasri

Faculty of Economics, Andalas University

ABSTRACT

The ability of state tertiary institutions/state universities to implement the three dharmas of higher education can be used to measure how responsible they are to the minister/central government. In this study, work culture will be used as a moderating variable to assess the impact of compensation and motivation on lecturers' performance at the Andalas University Faculty of Pharmacy. Processing of study data is done using Smart PLS 3.3. Purposive sampling was used in the sampling process, and a total of 43 samples were used. As a result, remuneration has a favorable and noteworthy impact on performancebut does not affect motivation. On the other hand, work culture is able to moderate the effect of remuneration on performance.

Keywords: Remuneration, Motivation, Performace, Work Culture

1. INTRODUCTION

A university also referred to as a state university, is one of the vertical agencies. Daily funding for this State University comes from the APBN, along with funding for all teachers and academic staff who hold the status of Central Civil Servants and PPPK. The ability of state universities/state universities in carrying out the tridharma of higher education in accordance with the provisions of Law No. 12 of 2012 where the tridharma of higher education consists of all educational, research, and service activities, is how this state university's responsibility to the minister/central government can be assessed.

One approach for aninstitute to recognize people and boost their performance is through remuneration. In line with Hasibuan's (2014) opinion, which claims that payment or recompense for what has been given constitutes a gift. Salaries, benefits, incentives, bonus incentives, and other awards are all part of the remuneration system, which is used to compensate employees for their work. According to Non-Tax State Revenue (PNBP), remuneration is a performance-based incentive that is given in response to the amount of responsibility and professional work requirements of the University/Higher Education.The institution's work culture will be impacted by the presence of remuneration. According to Nawawi (2003), an organization's work culture is a behavior pattern that employees repeatedly engage in. Participants in the company have agreed to follow these habits in order to perform tasks, but there are no obvious consequences for breaking these habits.

In addition to remuneration, motivation is another aspect that might effect performance. According to Weiner (1990), motivation is an innate state that spurs action, supports goal attainment, and sustains interest in certain pursuits. A person's performance is the outcome of the quality and amount of work completed while carrying out their obligations in accordance with the tasks assigned to them. (2014) Mankunegara.

According to government rules, namely PP No. 58 of 2013, Andalas University changed its status in 2021 from PTN-BLU (State Higher Education Public Service Agency) to PTN-BH (State Higher Education Institution with Legal Entity), organizing higher education with an independent concept. Now that Andalas University is a PTN-BH, it has more freedom in both academic and non-academic areas, including the independence of PTN-BH's and decision-making. Since 2018, Andalas University has used remuneration, which was authorized by the Ministry of Finance of the Republic of Indonesia. The goal of this remuneration system is to help lecturers and other education staff members perform better and be more productive at work. This is in accordance with the Republic of Indonesia's Minister of Finance's Resolution Number: 308/KMK.05/2018.

A specialized organization known as the Business Management Agency (BPU), which oversees university-owned enterprises such as printing houses, dorms for students, hostels/lodging, and others, was established in order to boost university revenue. Along with the BPU, the Public Service Agency (BLU) also works to raise income for the university so that it can run its operations independently and submit its financial information to the Indonesian Ministry of Finance. Because the income or income of various faculties varies, the incentives that are gained also vary, allowing some faculties to receive incentives upon realizing they are obtaining this remuneration.Salary and incentives are understood differently; incentives may or may not be given, and their value may be high, low, or nonexistent altogether. Because of this, Andalas University established a rubric team tasked with determining the number of remuneration incentives in accordance with regulations wherein all activities are turned into points and the range for the calculation is the sum of these points.

One of the faculties that generateconsiderable income for the university is the faculty of pharmacy. The university's income is boosted by the high number of foreign students who use the Faculty of Pharmacy's extensive laboratory facilities, in addition to a large number of people interested in the undergraduate, postgraduate, doctorate, and pharmacist professions. There are now 46 lecturers in the Pharmacy Faculty. Three (3) of the 46 individuals have not received compensation because they are still considered to be in the civil service. The number of graduates produced from 2018 to 2021, where professors at the Faculty of Pharmacy graduated 1109 students from undergraduate, postgraduate, and pharmacist professions, demonstrates the performance of the faculty.Our study on the Faculty of Pharmacy's teaching staff and educators revealed that remuneration has a favorable and considerable impact on performance, but that the motivational factor has no such impact. Work culture, on the other hand, has the power to regulate both the impact of incentives and remuneration on performance.

2. RESEARCH METHODOLOGY

2.1. Research Design

To determine whether there is a relationship between two variables or the effect of both, this study employs a quantitative correlation approach. There are two kinds of correlation: causal correlation and parallel correlation. Here, causal correlation is employed since it places a focus on linear regression analysis. The research form is based on data gathered during systematic research on the facts and characteristics of the objects studied through causal correlations by combining the relationships between the variables involved using simple linear regression analysis, then explained based on existing theories and literature relating to the topic.

2.2. Population and Research Sample

The target population in this study are PNS lecturers who teach at the Faculty of Pharmacy, Andalas University. There are 49 total PNS lecturers at the Faculty of Pharmacy, Andalas University, and 43 lecturers who receive remuneration, with the description of three people on study permits and three CPNS lecturers.

The sample is a subset of the population's overall set of attributes. The sample's inclusion and exclusion criteria come in 2 (two) different varieties. The general traits of study participants from a target demographic that can be investigated that is within an acceptable price range are inclusion criteria. Exclusion criteria are used to exclude or remove study participants who meet the inclusion requirements for a variety of reasons (Nursalam, 2003). There were several factors taken into account while deciding on the exclusion criteria, including the fact that the subject had withdrawn his consent to participate in the study and that he was either unable to attend or wasn't there when data collection was done.

It is possible that in this study just a percentage of the population can be studied, in which case the portion taken would be representative of the population that cannot be studied. This is done in case the respondent is unwilling, which is a possibility. So that a representative and representative sample of the population is obtained and each subject in the population has an equal chance of becoming a sample. The sample in this study consisted of 43 government servant instructors at the Andalas University Faculty of Pharmacy who had received remuneration.

2.3. Data Collection Method

questionnaires weredistributedin Google forms for filling out questionnaires by respondents as a sample of the respondents matches the expected population characteristics. The distribution of questionnaires in this study through social media platforms, due to the limitations of researchers in time and location as well as conditions with the Covid-19 outbreak.

2.4. Data Analysis Method

The data in this study used a descriptive analysis method. According to Sugiyono (2016) descriptive analysis is analyzing data by describing the data that has been collected as it is without intending to make general conclusions or generalizations. Descriptive analysis is useful for describing respondent profiles based on gender, educational age, and length of time as a consumer, describing the average score of the research variables and describing the respondent's level of achievement (TCR) with the formula TCR = (Average/5)x100%.

Data analysis in this study used SmartPLS (Partial Least Square) software, the function of this software is to examine the analysis of structural equations or SEM (Structural Equation Model) which is based on variance and is able to simultaneously test measurement and structural models (Ghozali, 2016). This analysis usually consists of two sub-models, namely the measurement model or often called the outer model, and the structural model or often called the inner model. Testing the measurement model is done to measure the validity test, and a reliability test to test the structural model is done to test causality or hypothesis testing.

2.4.1. Validity Test

The validity test aims to measure the quality of the instrument used to demonstrate the validity of several instruments that are defined in a measure. An instrument is said to be valid if the instrument itself is able to measure what is desired and disclose the data studied appropriately.

The results of data collection obtained from the questionnaire must be tested for validity and reliability. The research results are said to be valid, if there is a similarity between the data collected and the data that actually occurs in the object under study. Valid means that the instrument can be used to measure what is to be measured. The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between each indicator score and the construct score (Ghozali, 2012). The individual reflexive measure is said to be high if it correlates more than 0.50 with the construct you want to measure. However, for the early stages of research, the development of a measurement scale for a loading value of 0.50 to 0.60 was considered sufficient. (Ghozali, 2012)

Discriminant validity is carried out in two stages, namely by looking at the cross-loading value and comparing the squared value of the correlation between the construct and the AVE value. Discriminant validity is assessed based on cross-selling, if the construct's correlation with measurement items is greater than the other construct measures, then this indicates that the latent construct predicts the size of its block better than the size of other blocks. It could also be the value with the square root of average variance extracted (AVE). If the square root value of the AVE for each construct is greater than the correlation value between the constructs and the other constructs in the model, it is said to have good discriminant validity (Ghozali, 2012).

2.4.2. Reliability Test

2.4.2.1. Reliability Test with Composite Reliability

Composite reliability is used to measure the true value of the reliability of a construct. This test is considered better in estimating the internal consistency of a construct. The rule of thumb for composite reliability is > 0.6 (Abdillah & Jogiyanto, 2014).

2.4.2.2. Reliability Test withCronbach Alpha

Cronbach's alpha is used to measure the lower limit of the reliability value of a construct and ensure the value of composite reliability. The rule of thumb for Cronbach's alpha is > 0.7 (Abdillah & Jogiyanto, 2014).The reliability test is used to measure whether the questionnaire is reliable or not, which is an indicator of a variable. The reliability test is carried out by looking at the composite reliability value of the indicators that measure the construct. Then the results of the composite reliability will show a good value if it has a value above 0.7 and also a Cronbach's alpha value. Variable reliability is said to be good if it has a Cronbach's alpha value of more than 0.70 (Ghozali, 2012).

2.4.3. Hypothesis test

Hypothesis testing in this study uses the Partial Least Square (PLS) method. PLS is an alternative method of analysis with Structural Equation Modeling (SEM) based on variance. The goodness of fit test was carried out at the outer model variable measurement stage by looking at the estimated loading value. Because in this study all latent variables were measured with reflective indicators, so the evaluation of the measurement model was carried out with convergent validity.

Discriminant validity by looking at the recommended AVE value, the AVE value is greater than 0.05 and the composite reliability value is greater than or equal to 0.70. The structural model of the PLS predictive approach was evaluated by R-square for the t-statistic dependent construct with a significance level of each path coefficient. SEM analysis uses SmartPLS to determine the level of significance through the path coefficient. Testing the hypothesis can be seen from the value of the t-statistic and the probability value. The t-statistic value will be generated by running the bootstrapping algorithm. To test the hypothesis using statistical values, for alpha 5% the t-statistic value used is 1.64. The hypothesis can be accepted if the t-statistic results are greater than 1.64 (Ghozali, 2012). So that the criteria for accepting or rejecting the hypothesis are that Ha is accepted and H0 is rejected when the t-statistic is > 1.64. To reject or accept the hypothesis using probability, Ha is accepted if the p value <0.05.

3. RESULT AND DISCUSSION

3.1. Descriptive of Remuneration Variables (X1)

The following is a descriptive statement regarding the remuneration variable based on the data collected from the respondents' answers.

Table1.Respondents' Responses to the Statement of Remuneration Variables

| Statement | Scale | | | | | N | Score | Mean | TCR (%) | Category |
| | STS | TS | KS | S | SS | | | | | |
	1	2	3	4	5					
The remuneration given is in accordance with the grade of position or position currently occupied to support the achievements of my career	1	3	12	19	8	43	159	3,70	73,95	High
The remuneration received is in accordance with the provisions of the applicable laws and regulations	0	2	14	18	9	43	163	3,79	75,81	High
The remuneration received is in accordance with the performance that has been given	0	0	14	22	7	43	165	3,84	76,74	High
The remuneration received is in accordance with the workload given	0	3	11	22	7	43	162	3,77	75,35	High

According to the information in Table 1, item statement number 3 has the highest TCR value and is classified as high, at 76.74%, indicating that the compensation received is appropriate for the performance that was provided. Statement number 1, which is equal to 73.95% and specifies that the compensation is in

accordance with the grade of the position or position currently held, is the lowest statement that covers the high category.

3.2. Descriptive Variables of Motivation (X2)

The assertion that leaders constantly give their subordinates opportunities to grow their careers has the highest TCR value with a high category of 81.40%. Additionally, the assertion that leaders always respect the opinions of each of their subordinates has the lowest TCR in the high group (73.95%). (See Table 2).

Table2. Respondents' Responses to Statements of Motivational Variables

Statement	Scale					N	Score	Mean	TCR (%)	Category
	STS	TS	KS	S	SS					
	1	2	3	4	5					
I was given the opportunity to develop my career	1	0	4	28	10	43	175	4,07	81,40	High
Building relationships with superiors and fellow employees is a top priority in my job	1	1	4	28	9	43	172	4,00	80,00	High
There is always support from superiors in my efforts to develop my career and performance	2	0	11	23	7	43	162	3,77	75,35	High
Leaders always respect the opinion of each of their subordinates	0	2	13	24	4	43	159	3,70	73,95	High
Mean						43	**167**	**3,88**	**77,67**	**High**

3.3. Performance Variable Descriptive (Y)

The statement item, which claims that the compensation received can boost performance, has a high category TCR value of 82.33% (Table 3).

Table3. Respondents' Responses to Performance Variable Statements

Pernyataan	Scale					N	Score	Mean	TCR (%)	Category
	STS	TS	KS	S	SS					
	1	2	3	4	5					
Remuneration received can improve performance	0	0	4	30	9	43	177	4,12	82,33	High
Mean						43	**177**	**4,12**	**82,33**	**High**

3.4. Work Culture Variable Descriptive (M)

The assertion that the leadership always gives respondents assistance and freedom to increase competence, both in education and training, is number 2 with the greatest TCR value in the high category (80.47%). The assertion that work issues are always resolved collectively has the lowest TCR value, which is in the high category at 74.88%. (Table 4).

Table 4. Respondents' Responses to Statements of Work Culture Variables

Statement	Scale					N	Score	Mean	TCR (%)	Category
	STS	TS	KS	S	SS					
	1	2	3	4	5					
The leadership where I work gives me the freedom in proposing programs together	0	2	8	25	8	43	168	3,91	78,14	High
The leadership always gives me support and freedom to me	0	0	8	26	9	43	173	4,02	80,47	Hgh

to improve my competence, both in education and training									
Problems that occur in the work are always resolved together	0	3	11	23	6	43	161	3,74	74,88	High
Leaders give freedom in providing ideas for the organization in accordance with the competencies they have	0	0	11	27	5	43	166	3,86	77,21	High
To improve performance I tend to motivate other colleagues to work even harder so that performance increases	1	1	8	26	7	43	166	3,86	77,21	High
Mean						43	**166,8**	**3,88**	**77,58**	**High**

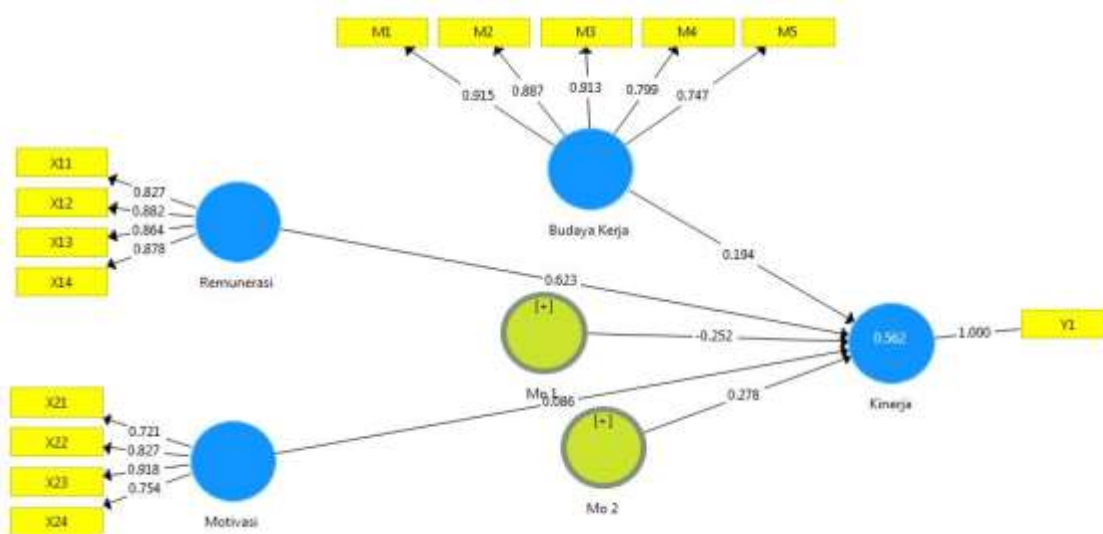## 3.5. Data Validity and Reliability Test (Outer Model)

Figure 1. Algorithm Results Diagram

There is still a 43.8% inaccuracy because only 56.2% of independent and moderating variables can explain performance variables.

3.6. Test Validity with Convergent Validity

Each study construct indicator is subjected to a convergent validity test (Table 4), which evaluates its reliability. The loading factor values for each construct indicator show the results of this test. The loading factor should be greater than 0.5 as a general rule, although a loading factor greater than 0.7 is preferable (Abdillah & Jogiyanto, 2014).

Table5. Convergent Validity Test Result

Variable	X1	X2	Y	M	*Rule of thumb*	Description
x1.1	0.827				0.7	Valid
x1.2	0.882				0.7	Valid
x1.3	0.864				0.7	Valid
x1.4	0.878				0.7	Valid
x2.1		0.721			0.7	Valid
x2.2		0.827			0.7	Valid
x2.3		0.918			0.7	Valid
x2.4		0.754			0.7	Valid
y.1			1.000		0.7	Valid
m.1				0.915	0.7	Valid
m.2				0.887	0.7	Valid
m.3				0.913	0.7	Valid
m.4				0.799	0.7	Valid
m.5				0.747	0.7	Valid

Based on the results of the convergent validity test in the table above using the Rule of thumb on a loading factor > 0.7, all construct indicators in this study are said to be valid.

3.7. Validity Test with Discriminant Validity

The convergent validity test results are checked using the discriminant validity test since it is expected that there won't be any association if the two constructs are measured by two different instruments. According to the rule of thumb for cross-loading on the discriminant validity test > 0.7 in one variable, this approach compares the AVE roots with cross-loading. The results can still be used because convergent validity's results are valid even if the rule of thumb does not reach > 0.5 for AVE roots. Each construct is compared to the correlation between constructs in the model using the AVE root (Abdillah & Jogiyanto, 2014).

Table6.Discriminant Validity Test Results

Variable	M	Y	X2	X1	*Rule of Thumb*	Description
Work culture (M)	0.855				0,5	Valid
Performance(Y)	0.524	1.000			0,5	Valid
Motivation (X2)	0.741	0.509	0.808		0,5	Valid
Remuneration (X1)	0.589	0.643	0.529	0.863	0,5	Valid

The two distinct instruments used to measure the two constructs are not associated, as seen in the table above, which is why they are considered to be discriminantly valid.

3.8. Reliability Test with Composite Reliability

To gauge the true worth of a construct's reliability, composite reliability is applied. This test is thought to be more accurate in determining a construct's internal consistency. > 0.6 is the general guideline for composite dependability (Abdillah & Jogiyanto, 2014). Each variable's Composite Reliability value is more than 0.6. In other words, all variables are trustworthy, therefore statement items fall under the category of trustworthy variables, and this study can use these variables as a measuring instrument (Table 7).

Table7.Reliability Test Results with Composite Reliability

Variable	Composite Alpha	Rule of thumb	Description
Work culture (M)	0.931	0,6	Reliable
Performance (Y)	1.000	0,6	Reliable
Motivation(X2)	0.882	0,6	Reliable
Remuneration (X1)	0.921	0,6	Reliable

3.9. Reliability Test with Cronbach Alpha

Cronbach's alpha is used to check the reliability of any given construction and ensure the reliability of the composite reliability. Cronbach's alpha rule of thumb yakni > 0,7 (Abdillah & Jogiyanto, 2014).

Table 8.Reliability Test Results with Cronbach Alpha

Variable	Cronbach's Alpha	Rule of thumb	Description
Work culture (M)	0.907	0,7	Reliable
Performance (Y)	1.000	0,7	Reliable
Motivation (X2)	0.828	0,7	Reliable
Remuneration (X1)	0.886	0,7	Reliable

3.10. Hypothesis Testing (Inner Model)

Hypothesis testing is carried out based on the results of testing the Inner Model (structural model) which includes the output r-square, parameter coefficients, and t-statistics. To see whether a hypothesis can be accepted or rejected by considering the significance value between the construct, t-statistics, and p-values. Testing the research hypothesis was carried out with the help of Smart PLS3 software. These values can be seen from the bootstrapping results. The rules of thumb b used in this study are t-statistics > 1.96 with a p-value significance level of 0.05 (5%) and the beta coefficient is

positive. For the results of this research, the model can be described in Figure 2 and the value of testing the hypothesis of this study can be shown in Table 9 below.
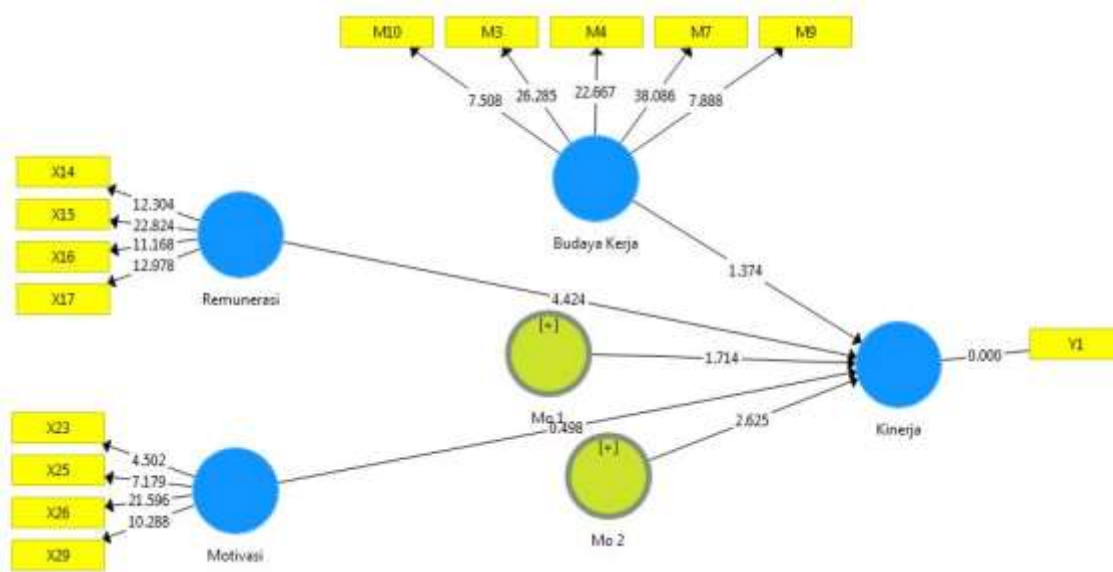
Picture2.BootstrappingResult

Table9. PathCoefficients

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1 -> Y	0.623	0.603	0.136	4.589	**0.000**
X2 -> Y	0.086	0.059	0.171	0.505	**0.614**
ME 1 -> Y	-0.252	-0.238	0.127	1.991	**0.047**
ME 2 -> Y	0.278	0.282	0.099	2.804	**0.005**

4. DISCUSSION

Remuneration has a positive and significant effect on performance as the Faculty of Pharmacy Lecturer at Andalas University. This can be seen in the statistical T value of the effect of the remuneration variable on performance which is more than 1.96, which is equal to 4.589, which means that the remuneration capacity increases, the performance of Lecturers of the Faculty of Pharmacy, Andalas University will increase significantly. This means that this remuneration it can boost the performance of employees. These results are in accordance with the opinion of Wibowo (2017) which states that compensation or remuneration can affect performance. Yuliani, et al (2020) also conducted research

showing that remuneration has a positive effect on performance. Juairiah and Malwa (2016) also stated that there is a very strong relationship between remuneration variables and employee performance variables, employee performance will not be achieved optimally if remuneration is not given proportionally.

Motivation does not have a significant effect on individual performance at Lecturers of the Faculty of Pharmacy, Andalas University. The results of this study are inversely proportional to the statement of Siagian (2014) who argues that motivation is something that drives a person which can generate a willingness and willing attitude in directing abilities in the form of expertise and skills, energy and time to carry out various activities which later become his responsibility and carry out these obligations, in order to achieve the goals and various organizational goals that have been determined. As well as in Mardanov's research (2020) states that organizational context, intrinsic motivation, and extrinsic motivation can determine job satisfaction where job satisfaction has a stronger impact on performance.

The facts that happened to Lecturers of the Faculty of Pharmacy, Andalas University stated that motivation did not have a positive effect on employee performance. It can be seen in the results of the study where the statistical T value on the variable motivation on performance is less than 1.96 which is equal to 0.505. This means that whatever opportunity or award is given does not affect performance. Because the motivation that has been created so far is already an SOP from the performance of the Faculty of Pharmacy Lecturers, and this has become a routine matter which is a reflection of the tridarma of the university.

Niddin's research et al (2021) stated that organizational culture cannot strengthen the effect of remuneration on performance, this opinion is similar to research conducted by Cristy et al (2020), there is no relationship between financial and non-financial rewards or vice versa where organizational culture is a variable moderation of performance. This statement is inversely proportional to the opinion of Robbins (2003), who says that organizational culture can encourage individual initiative in expressing opinions and ideas, where individual initiative is valued by being given appreciation (can be material or non-material) by a group or leader. in an organization or institution where the ideas given can advance the organization. As well as Rokhimakhumullah and Roekhudin (2017), with the results of their research stating that the moderating variable, namely organizational culture, can strengthen the relationship between the performance measurement system and the provision of remuneration on employee performance.

This is similar to what was produced in this study, namely based on the results of research that has been conducted which states that organizational culture can moderate between remuneration and performance. In this study, it is indicated that work culture variables can moderate the relationship between remuneration and performance. It can be seen that the results of the hypothesis that the statistical T value of the effect of organizational culture variables moderates the relationship between remuneration and performance is less than 1.96, which is 1.991. This means that giving remuneration to employees encourages someone to

perform better, which is effected by organizational culture. Provision of good and timely remuneration can strengthen organizational culture in performing better, preferably if remuneration is bad and does not satisfy employees, it can weaken organizational culture in providing even better performance.

4. CONCLUSION

From the results of the above research it can be interpreted that organizational culture influences motivation and performance, and motivation influences performance, in line with the results of research that has been conducted by researchers who state that organizational culture can moderate motivation on performance. The results of this study indicate that work culture variables can moderate the relationship between motivation on performance and it can be seen that the statistical value of the influence of organizational culture variables moderates the relationship of motivation on performance is less than 1.96 which is equal to 2.804

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