

# The Influence of Performance Allowance (Remuneration) on the Performance of Educational Staff at the Faculty of Fisheries and Marine Sciences, Pattimura University

Cliffy E. Leiwakabessy<sup>1,\*</sup>, Lidia M. Ruhlessin<sup>2</sup>

<sup>12</sup>Pattimura University  
Correspondence Email: cliffbeb@gmail.com

## Abstract

*This study aims to analyze the effect of performance allowances (remuneration) on the performance of educational staff at the Faculty of Fisheries and Marine Sciences, Pattimura University. The research employs a descriptive qualitative approach, with data collected through in-depth interviews and documentation. The findings indicate that the current performance allowance system has not fully provided an optimal incentive for improving the performance of educational staff. Several factors hinder its effectiveness, including a lack of understanding of performance evaluation indicators, limited communication of policies, and unequal distribution of allowances. This study recommends strengthening performance-based evaluation systems, enhancing transparency of information, and providing training to ensure educational staff better understand the performance allowance mechanism.*

**Keywords:** *Performance Allowance, Remuneration, Educational Staff Performance*

## Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh tunjangan kinerja (remunerasi) terhadap kinerja tenaga kependidikan di Fakultas Perikanan dan Ilmu Kelautan Universitas Pattimura. Penelitian ini menggunakan pendekatan kualitatif deskriptif, dengan pengumpulan data melalui wawancara mendalam dan dokumentasi. Hasil penelitian menunjukkan bahwa sistem tunjangan kinerja yang berlaku saat ini belum sepenuhnya memberikan insentif yang optimal bagi peningkatan kinerja tenaga kependidikan. Beberapa faktor yang menghambat efektivitasnya, antara lain kurangnya pemahaman terhadap indikator penilaian kinerja, keterbatasan komunikasi kebijakan, dan distribusi tunjangan yang tidak merata. Penelitian ini merekomendasikan penguatan sistem penilaian berbasis kinerja, peningkatan transparansi informasi, dan pemberian pelatihan agar tenaga kependidikan lebih memahami mekanisme tunjangan kinerja.

**Kata kunci:** Tunjangan Kinerja, Remunerasi, Kinerja Tenaga Kependidikan

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## INTRODUCTION

In the era of bureaucratic reform that emphasizes efficiency and public accountability, the human resource management system within government institutions, including higher education, has undergone significant transformation. One of the key instruments used to promote productivity and professionalism among civil servants is the provision of performance allowances (remuneration). Remuneration is designed as a strategy to link financial incentives with performance achievements, while also reinforcing employee integrity and work ethics. Remuneration has evolved into a strategic mechanism employed by higher education institutions to enhance both individual employee performance and overall organizational effectiveness (Calvin, 2017).

In the Indonesian higher education landscape, the remuneration system for educational support staff remains a subject of considerable concern due to persistent disparities in compensation structures, transparency, and performance recognition. Although performance allowances have been introduced as a means to incentivize productivity and professionalism (Peraturan Menteri Pendidikan Dan Kebudayaan No 77 Tahun 2014 concerning Guidelines for Proposing and Providing Remuneration for Management Officials, Supervisory Boards, and Employees at PTNs Implementing PPK-BLU), their implementation often lacks alignment with the actual workload, job complexity, and institutional responsibilities borne by support personnel. Educational support staffs who play a critical role in ensuring the administrative, financial, technical, and academic continuity of higher education institutions frequently receive financial compensation that does not adequately reflect their contributions. This misalignment has contributed to perceived inequities between academic and non-academic staff, potentially undermining motivation, organizational commitment, and institutional efficiency. Therefore, a comprehensive and context-sensitive reform of the remuneration framework is essential to foster equity, enhance job satisfaction, and optimize the overall performance of higher education institutions.

As a state university, Pattimura University has implemented the performance allowance policy to enhance the performance of all ASN personnel, including educational staff. At the Faculty of Fisheries and Marine Sciences, this policy is expected to establish a measurable and fair performance-based management system. However, its implementation has faced challenges, such as discrepancies between policy execution and employees' perceptions of its impact.

Educational staff hold a strategic position in supporting the implementation of the university's tri dharma (three pillars of higher education), particularly in administrative and academic service functions. Their roles include managing academic data, providing student services, and supporting the operational activities of lecturers and administrators. A performance-based and equitable remuneration system has the potential to enhance employee satisfaction and motivation, which ultimately contributes to improved individual performance and organizational productivity (Taghsya et al., 2024). Therefore, the effectiveness of the remuneration system for educational staff is crucial to ensuring the overall performance of the institution (E. Nurhayati & Supriadi, 2020).

Although the performance allowance policy has been implemented, several issues have emerged, including a lack of employee understanding of performance evaluation indicators, insufficient policy dissemination, and perceptions of unfairness in evaluation and allowance distribution (Rahmani & Sulaeman, 2022). These challenges impact job satisfaction and individual motivation, ultimately affecting the collective performance of educational staff within the faculty.

In light of these issues, this study aims to analyze the influence of performance allowance provision on improving the performance of educational staff at the Faculty of Fisheries and Marine Sciences, Pattimura University. This study is expected to contribute both empirically and practically to the development of human resource management in higher education through the enhancement of evaluation systems, information transparency, and employee competency development as strategies for sustainable performance improvement.

## **LITERATURE REVIEW**

### **Remuneration**

In the context of bureaucratic reform, remuneration is a rearrangement of the payroll system linked to the performance appraisal system, while according to the Oxford American Dictionaries remuneration is the meanings of the English word remunerate which means Pay (someone) for services rendered or Work done. In Indonesian, it means paying someone for services rendered or work done. According to Kusnaedi (2009) Remuneration is a work reward or compensation for services obtained in the form of salary, honorarium, fixed allowances, incentives, bonuses for achievement, severance pay, or pensions. Remuneration for civil servants means work rewards outside of salaries that are linked to the performance appraisal system. The presence of remuneration in Indonesia is motivated by the government's awareness and commitment to create a good and clean government.

### **Performance**

Performance is an indicator that shows the level of achievement of a target or goal that has been set and measured qualitatively and quantitatively. Performance is something that can be calculated and used as a basis for assessing or seeing that achievements in companies and individuals continue to increase in accordance with the plans that have been set or not. Employee performance assessment can be carried out on the results of work achieved by employees within a certain period of time based on the quantity and quality of work results and employee attendance. According to Mathis, (2002) employee performance is what affects how much they contribute to the organization with regard to standard work quantity, standard work quality and time utilization.

## **RESEARCH METHOD**

This study applied a descriptive qualitative approach. According to Sugiyono (2022), the descriptive qualitative approach is a research method based on the post-positivist paradigm and is used to examine phenomena within their natural context, in which the researcher serves as the primary instrument in the process of data collection and interpretation. Descriptive qualitative approach to investigate the implementation and influence of performance allowances (remuneration) on the work performance of educational staff. The research was conducted at the Faculty of Fisheries and Marine Sciences, Universitas Pattimura, selected based on the relevance of its ongoing remuneration policies and the emerging issues surrounding their effectiveness. The research took place from August to September 2024. The location and timing were determined purposively to align with the observed phenomena, particularly the critical role of remuneration in enhancing civil servant performance within academic institutions.

Data collection in policy research serves as a strategic process to obtain comprehensive and accurate information. This study employed two primary techniques: library research and field research. Library research was used to review theoretical frameworks and previous studies related to performance-based remuneration and employee performance, involving a thorough examination of academic literature, official documents, and policy papers. Field research was conducted to gain empirical insights by distributing structured questionnaires to selected respondents and conducting direct observations within the faculty environment.

The collected data were then analyzed using a qualitative analysis framework that emphasized triangulation to ensure validity and depth. Drawing upon the analytical techniques outlined by Sugiyono, (2017) and Miles et al., (2014), the data were systematically categorized, reduced, and synthesized into meaningful patterns. The analysis process involved organizing qualitative data from interviews, field notes, and documentation into thematic units, identifying relationships between categories, and drawing conclusions that are coherent and scientifically sound. These steps followed the interpretive model of Patilima, (2013), ensuring that findings are not only contextually rich but also theoretically informed. Through this methodological approach,



the study provides a comprehensive understanding of how remuneration policies affect motivation, perception, and performance of educational personnel in the higher education sector.

## RESULTS AND DISCUSSIONS

### Results

#### Validity Test

The validity test is used to check whether a statement compiled on a questionnaire actually measures the variable that is the target being measured from the statement. A statement point is considered valid if the biserial correlation value is large enough, or if the p-value  $< \alpha$ , where  $\alpha$  is the level of significance determined by the researcher. In this study,  $\alpha = 5\% = 0.05$  was determined.

**Tabel 1 Validity Test Result**

Statement Item	Correlation Value	P-Value	Information
X1	0.640	0.014	Valid
X2	0.803	0.001	Valid
X3	0.853	0.000	Valid
X4	0.647	0.012	Valid
Y1	0.396	0.161	Valid
Y2	0.680	0.007	Valid
Y3	0.815	0.000	Valid
Y4	0.732	0.003	Valid

#### Reliability Test

The reliability test is used to check whether a statement compiled on a questionnaire consistently measures a variety of different respondent conditions. The reliability test was carried out using Cronbach Alpha. A survey / instrument can be said to be reliable if the Cronbach Alpha value is  $> 0.6$ .

**Tabel 2 Reliability Test Result**

Item Pernyataan	Cronbach Alpa	Standar Cronbach Alpa	Keterangan
X1	0.670	0.6	Reliabel
X2	0.650		Reliabel
X3	0.636		Reliabel
X4	0.718		Reliabel
Y1	0.747		Reliabel
Y2	0.725		Reliabel
Y3	0.700		Reliabel
Y4	0.679		Reliabel

### Discussions

This study investigated the impact of performance-based remuneration on job satisfaction among educational staff at the Faculty of Fisheries and Marine Sciences, Universitas Pattimura. The research employed questionnaires and semi-structured interviews to gather perceptions regarding fairness and adequacy of remuneration in relation to workload and occupational risks.

The results indicate that, in general, the implementation of the remuneration system is perceived positively by the educational staff. Most respondents acknowledged that the performance allowance—sourced from the university's non-tax revenue (PNBP)—contributed significantly to improving their income and enhancing work motivation. Additionally, the system appeared to strengthen interpersonal relationships and collegiality within the institution. These findings support



earlier assertions that remuneration policies, when well-structured, can enhance not only individual motivation but also organizational cohesion (Estrada & Mellita, 2024; T. Nurhayati & Darwansyah, 2013; Purnomo & Banggu, 2020).

However, longitudinal observations and staff feedback suggest growing dissatisfaction among certain employee groups in recent years, especially concerning the 70% performance-based component of the remuneration, which is perceived as inconsistently administered. While the fixed salary component (30%) did not raise major concerns, discrepancies in the performance allowance distribution have become a recurring issue in both the broader university context and specifically at the Faculty of Fisheries and Marine Sciences.

The dissatisfaction stems from perceived inequities in compensation relative to job demands and risks. For example, staff in financial management roles (grade 6) reported that their remuneration did not adequately reflect the complexity and responsibility of their tasks. Similarly, educational laboratory staff expressed discontent due to working overtime or during non-standard hours without adequate recognition or compensation within the remuneration scheme.

Such grievances, though not universal, are concentrated among staff with high-responsibility roles and non-standard working hours. If left unaddressed, these perceptions of unfairness could potentially undermine organizational morale and efficiency, as suggested by Wisanggeni et al., (2024) and Setyawati (2020), who emphasized the significance of equitable performance-based compensation systems in sustaining long-term institutional productivity.

These findings highlight the need for a more transparent, fair, and inclusive remuneration policy that aligns incentives with actual workload and job complexity. Enhancing communication regarding the performance assessment process and revisiting remuneration criteria for specialized roles could improve perceived fairness and ultimately support better organizational outcomes.

Furthermore, the study identified a communication gap between policy implementers and educational staff, particularly in the dissemination of information regarding performance evaluation indicators and the weighting of assessment components. Several participants expressed uncertainty about how their work contributions were measured, leading to assumptions and speculations that further exacerbated dissatisfaction. This lack of clarity not only affected perceptions of fairness but also reduced employee engagement in striving to meet performance expectations. As stated by Wijaya et al., (2020), transparency in performance management is crucial to maintaining trust and fostering a culture of accountability.

In light of these findings, the development of a participatory framework for evaluating and refining the remuneration system is strongly recommended. Engaging staff representatives in discussions about performance criteria, workload classification, and fair compensation standards could help build a more inclusive and responsive remuneration policy. Moreover, future research may explore the psychological and behavioral impacts of perceived injustice in compensation, as well as longitudinal effects on institutional loyalty and productivity across various faculties within the university context.

## **CONCLUSIONS AND SUGGESTIONS**

The results showed that it was suspected that there was a positive and significant effect of Providing Remuneration Allowances on the Performance of Education Personnel at the Faculty of Fisheries and Marine Sciences, Pattimura University, although there was still a little dissatisfaction from some Education Personnel / respondents with existing positions and grades.

With this research, it is hoped that all leaders of Pattimura University and related parties in this case the Personnel Section (in coordination regarding grade determination), as well as the Pattimura University Remuneration Service Unit to be able to pay more attention to the system of providing remuneration benefits to the State Civil Apparatus more specifically to Education Personnel (Tendik) related to Grading Determination and the Nominal Amount obtained must be in accordance with the risks and responsibilities of each Education Personnel but also must pay attention to matters concerning excess working hours at Pattimura University in general and the Faculty of Fisheries and Marine Sciences Pattimura University in particular.





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