



Remuneration motivation discipline and job satisfaction on the performance of education staff at the faculty of mathematics and natural sciences Sebelas Maret University

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ABSTRACT

The performance of Sebelas Maret University educational staff is needed to facilitate activities on and off campus. This study aims to determine the effect of remuneration, work motivation, work discipline, and employee satisfaction on employee performance at the Faculty of Mathematics and Natural Sciences, Sebelas Maret University. This research method uses a quantitative descriptive approach. The population in the study was 51 staff members of the Faculty of Mathematics and Natural Sciences, Sebelas Maret University, all of whom were taken as research samples using a total sampling technique. Data collection using a questionnaire. The data analysis technique used statistical analysis, namely multiple linear regression test, F test, t-test, and coefficient of determination. The results showed that remuneration, work motivation, work discipline, and employee satisfaction have a positive and significant effect on employee performance at the Faculty of Mathematics and Natural Sciences, Sebelas Maret University.

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INTRODUCTION

Along with the development of the times, the Indonesian state is experiencing growth economically, technologically and educationally (Simarmata, 2019). The quality of educational services can be seen from a comparison of students' perceptions and expectations while participating in the educational process taken at school. Given the importance of education services, performance in education services needs to be considered and improved (Has et al., 2020).

Sebelas Maret University Surakarta (UNS) is a public university located in the city of Surakarta. This university is ranked as the sixth-best university in Indonesia. In addition, Sebelas Maret University is the only State University in Indonesia that is included in the ranking Times Higher Education (THE) Young University Rankings 2022 (Sanjaya, 2022). UNS is also one of the most popular public universities. This can be seen from the high interest of SNMPTN or SBMPTN participants who chose this university.

This proud achievement cannot be separated from the maximum service provided by educational staff. In addition to teaching staff, educational staff spread throughout Faculties, Bureaus, Institutions, Libraries, study centres, and others at Sebelas Maret University Surakarta are the front liners, because their daily work is directly related to users, namely students in terms of academic administration services, student affairs, and finance. The performance of Sebelas Maret University educational staff is needed to facilitate activities on and off campus. The performance of UNS educational staff has duties by the divisions that have been determined.

Given the strategic position of educational staff, if their performance is not optimal, students will immediately feel the negative image of the university. In higher education institutions, the number of students is a picture of the continuity of life and death of the university. The greater the number of students, the more guaranteed the sustainability of a university.

Employee performance at Sebelas Maret University can be determined based on the targets set on the Key Performance Indicator (KPI), which is a scale of 4.00. Based on the documents obtained from the Chancellor's Report Attachment data regarding excellent performance achievements in human resources at Sebelas Maret University from 2015 to 2018 can be explained that the education staff performance index is still on a scale of 3.00, this scale is still below the target scale set on the KPI and the customer satisfaction index for services from education staff is also still on a scale of 3.27. This shows that the performance of education personnel, seen from the performance achievement indicators at Sebelas Maret University from 2015 to 2018, has not been maximized.

Based on the observations of researchers at the Faculty of Mathematics and Natural Sciences, Sebelas Maret University (FMIPA UNS), there are 74 educational staff who have duties and responsibilities according to their respective job desk, such as administrative division, academic subsection, finance and general subsection, subsection student affairs and alumni, and planning and information subdivisions. At FMIPA UNS the division of labour is clear according to their respective fields, but when there are students doing business they are often thrown here and there so that the education staff seems not to understand what their duties and responsibilities are. The opening of service counters is also often delayed, where the provisions are open at 08.00, but in fact, it opens at 08.00 more or not on time. There are still educational staff who do not provide satisfaction in serving customers so the performance of educational staff has not been optimally achieved. The existence of these problems shows that the performance of education staff at FMIPA UNS is still lacking. So that there is a need for improvement to deal with the problem of the performance of the education staff.

The success of the performance of educational staff in tertiary institutions is influenced by several factors. One of the factors that can improve the performance of education staff in education services is to provide compensation known as remuneration.

Research conducted by Permatasari et al. (2022) Ruktipriangga et al. (2022), and Yusniawan & Permana (2018) it is proven that remuneration has a positive and significant effect on employee performance. Meilinda et al. (2019) in their research stated that remuneration influences employee performance because remuneration can create a feeling of great responsibility for employees for the work they carry out. In this way, conditions will be formed that motivate employees to continue to increase their productivity at work. With high employee work productivity, the employee's performance will automatically continue to increase, so that organizational goals can be achieved optimally.

Another factor that can affect employee performance is work motivation. Work motivation is influenced by how a leader pays attention to subordinates, both financially and non-financially motivated. The attention of a leader means a lot to his subordinates, and in terms of appreciation or recognition, it gives a very high meaning to employees or subordinates (Suarni & Sudiyan, 2020).

Research conducted by Budirianti et al. (2020), Carvalho et al. (2020), Harahap & Tirtayasa (2020), Permatasari et al. (2022), Ruktipriangga et al. (2022), and Sugiono et al. (2021) proves that motivation has a positive and significant effect on employee performance. Syahsudarmi (2021) states that if employees have strong encouragement from within themselves or encouragement from

outside themselves (for example from the company), then employees will be motivated to do something well. In the end, this encouragement or stimulation from within and from outside a person will result in good performance, and vice versa.

Another factor that can affect performance is work discipline. Work discipline is a tool used by managers to communicate with employees so that they are willing to change their behaviour as well as an effort to increase awareness and willingness to comply with all company regulations and social norms (Surajiyo, Nasruddin, & Paleni, 2020).

The findings of a study conducted by Budirianti et al. (2020), Harahap & Tirtayasa (2020), Manda et al. (2022), Permatasari et al. (2022), Roringkon et al. (2021) prove that discipline has a positive and significant effect on employee performance. The influence of work discipline which is a tool to change one's behaviour to provide one's awareness is the most important effort for organizations to increase productivity and performance (Tarigan & Priyanto, 2021).

The next factor that can affect employee performance is job satisfaction. Research conducted by Budirianti et al. (2020), Harahap & Tirtayasa (2020), Roringkon et al. (2021), and Sugiono et al. (2021) prove that job satisfaction has a positive and significant effect on employee performance. Aulia & Trianasari (2021) in his research stated job satisfaction is a predictor of performance because job satisfaction has a moderate correlation with performance. Job satisfaction will shape employee performance at work, forming a good work culture by providing a sense of comfort in the environment and having a good quality of work life to be able to carry out their duties properly by the goals set by the organization.

From the description above, it can be concluded that employee performance can be influenced by remuneration, employee motivation and discipline, and employee satisfaction. This led to the author's interest in conducting research with the title "Remuneration, Work Motivation, Work Discipline and Employee Satisfaction on Employee Performance at FMIPA UNS".

This objective of the research is aims to determine the effect of remuneration, work motivation, work discipline, and employee satisfaction on employee performance at the Faculty of Mathematics and Natural Sciences, Sebelas Maret University.

This research has implications for understanding the relationship between internal organizational factors, such as remuneration, motivation, and job satisfaction, and employee performance. This can influence the development of theory and research on the factors that affect overall organizational performance.

RESEARCH METHOD

This research uses a quantitative descriptive approach. In this study, the research location was the FMIPA UNS office which is located at Jl. Ir. Sutami No. 36 A, Kentingan, Jebres, Surakarta as the research object. The population in this study were 51 educational staff at FMIPA UNS, consisting of 27 civil servants of education staff, and 24 non-civil servants of education staff. The entire population is used as a research sample using a total sampling technique.

Data collection using a closed questionnaire. The questionnaire in this study includes questionnaires about remuneration (4 items), motivation (4 items), discipline (8 items), employee satisfaction (5 items), and employee performance (7 items). The scoring technique used in this research questionnaire is the Likert scale technique, with 5 categories, namely strongly disagree (STS), disagree (TS), normal (N), agree (S), and strongly agree (SS).

To test the quality of the data on this primary data, the researchers used validity and reliability tests. Based on the analysis that has been done, the results of the validity test are shown in Table 2.

Table 2. Validity test results

Variable	Lowest Correlation coefficient	Highest Correlation coefficient	Critical Value (r-table) $\alpha=5\%$; $N-2=30-2$	Information
Remuneration	0.784	0.856	0.361	Valid
Work motivation	0.796	0.868	0.361	Valid
Work discipline	0.804	0.932	0.361	Valid
Employee satisfaction	0.873	0.894	0.361	Valid
Employee performance	0.826	0.907	0.361	Valid

Based on the results of the validity test shown in the table, it can be explained that all research variable statement items have $r_{count} > r_{table}$, at a significance level of 95% ($= 0.05$) and $n = 30$, where $r_{table} = 0.361$. It can be concluded that all research variable items are valid to be used as instruments in research or the questions asked can be used to measure the variables studied.

Furthermore, a reliability test is carried out which aims to see the consistency of the measuring instrument to be tested (Ghozali, 2018). The following are the results of the reliability test using SPSS calculations:

Table 3. Reliability test results

No	Variable	Cronbach's Alpha	Number of Questions	Information
1	Remuneration	0.855	5	Reliable
2	Work motivation	0.862	5	Reliable
3	Discipline	0.947	5	Reliable
4	Employee satisfaction	0.931	5	Reliable
5	employee performance	0.942	5	Reliable

Based on Table 3. the results of the reliability test, the instrument is declared valid because it has a Cronbach's Alpha value of more than 0.70.

To test the classical assumptions on this primary data, the researchers conducted a multicollinearity test, normality test and heteroscedasticity test. While the hypothesis testing is done by the t-test and F test, as well as testing the Coefficient of Multiple Linear Regression, and testing the Coefficient of Determination (Adjusted R^2).

RESULTS AND DISCUSSIONS

Normality Test

Data normality can be seen using the Kolmogorov-Smirnov test, if the significant value is > 0.05 , then the data is normally distributed, and vice versa, if the significant value is < 0.05 , the data is not normally distributed (Ghozali & Ratmono, 2017). Complete normality test results can be seen in Table 4.

Table 4. Data normality test results
One-Sample Kolmogorov-Smirnov Test

	Remuneration (X1)	Work Motivation (X2)	Discipline (X3)	Employee Satisfaction (X4)	Employee Performance (Y)
Kolmogorov-Smirnov Z	1.216	1,181	1.304	1,243	,906
asymp. Sig. (2-tailed)	,104	,123	,067	,091	,385

Test distribution is Normal.

b Calculated from data.

From the table above, it can be seen that the Asymp sig value > 0.05 , can be stated that the data is normally distributed.

Heteroscedasticity Test

The test method uses a graph plot between the predicted value of the dependent variable, namely ZPRED and the residual SRESID.

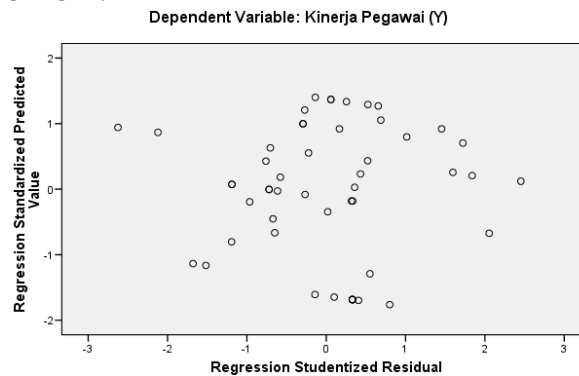


Figure 1. Heteroscedasticity test diagram

Based on the provisions of the norm, in the scatterplot presentation, no clear patterns are found, and the points spread above and below 0 on the Y axis, so there is no heteroscedasticity.

Multicollinearity Test

To detect whether there is multicollinearity in the regression model, it can be seen from the tolerance value and variance inflation factor (VIF). Test norm, if the tolerance value is > 0.10 and the VIF value is < 10 , there are no symptoms of multicollinearity.

Table 5. Multicollinearity test results
Coefficients(a)

Model	t	Sig.	Collinearity Statistics	
			tolerance	VIF
1 (Constant)	-.105	0.917		
Remuneration (X1)	3.511	0.001	0.178	5,630
Work Motivation (X2)	8,336	0.000	0.187	5,343
Discipline (X3)	3.108	0.003	0.137	7,301
Employee Satisfaction (X4)	2.369	0.022	0.111	8,999

a Dependent Variable: Employee Performance (Y)

Based on the table above, the results of the analysis for each variable show VIF value below 10 and a tolerance value above 0.10, so it can be concluded that the model is free from multicollinearity.

T-test

The t-test is used to determine whether the independent variable is partial to the dependent variable and whether the effect is significant or not (Sugiyono, 2019). If $t_{\text{count}} < t_{\text{table}}$ so H_0 is accepted then variable X does not affect variable Y, and conversely if $t_{\text{count}} > t_{\text{table}}$ so H_0 is rejected then variable X affects variable Y. The complete t-test results can be seen in the table below:

Table 6. Results of t-test

Model	t	Sig.
1 (Constant)	-.105	0.917
Remuneration (X1)	3.511	0.001
Work Motivation (X2)	8.336	0.000
Discipline (X3)	3.108	0.003
Employee Satisfaction (X4)	2.369	0.022

The t_{count} value can be obtained from the formula $df = nk-1$ or $51-4-1 = 46$, so the t_{table} value can be obtained, which is 1.679. The test criteria are if the significance value is <0.05 and $t_{count} > t_{table}$ H_0 is rejected (there is influence) and vice versa if the significance value > 0.05 and $t_{count} < t_{table}$ then H_0 is accepted (no effect) then the hypothesis is as follows:

Hypothesis of Remuneration variable (X1)

From the table above, it can be seen that the t_{count} value for the remuneration variable (X1) is equal to 3.511 while the t_{table} is 1.679 and the significance is 0.001, so $t_{count} > t_{table}$ and significance <0.05 ie H_a is accepted, meaning that remuneration (X1) partially affects employee performance (Y).

Hypothesis of Work motivation variable (X2)

From the table above, it can be seen that the t_{count} value for the work motivation variable (X2) is 8.336 while the t_{table} is 1.679 and the significance is 0.000, so $t_{count} > t_{table}$ and significance <0.05 , namely H_a is accepted, meaning that work motivation (X2) partially affects employee performance (Y).

Hypothesis of Discipline variable (X3)

From the table above, it can be seen that the t_{count} value for the discipline variable (X3) is 3.108 while the t_{table} is 1.679 and the significance is 0.003, so $t_{count} > t_{table}$ and significance <0.05 ie H_a is accepted, meaning that discipline (X3) partially affects employee performance (Y).

Hypothesis of Employee satisfaction variable (X4)

From the table above, it can be seen that the t_{count} value for the employee satisfaction variable (X4) is 2.369 while the t_{table} is 1.679 and the significance is 0.022, so $t_{count} > t_{table}$ and significance <0.05 ie H_a is accepted, meaning that employee satisfaction (X4) has a partial effect on employee performance (Y).

F test

The F test was carried out to know how far the independent or independent variables together can affect the dependent or dependent variable. Following are the results of the F test using SPSS 20:

Table 7. Significance results (F Test)

ANOVA(b)						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1082.887	4	270.722	422.630	0.000(a)
	residual	29.466	46	0.641		
	Total	1112.353	50			

a Predictors: (Constant), Employee Satisfaction (X4), Remuneration (X1), Work Motivation (X2), Discipline (X3)

b Dependent Variable: Employee Performance (Y)

From the table above, it can be seen that the F_{count} value is 422.630 while the F_{table} value is 2.54 and a significance of $0.000 < 0.05$ means that there is an influence between remuneration (X1), work motivation (X2), discipline (X3), and employee satisfaction (X4) on employee performance (Y).

Determination Coefficient Test (R²)

The coefficient of determination (R²) is used to measure how far the model's ability to explain the variation of the dependent variable is. The value of the coefficient of determination is between zero and one. The complete determination test results are below:

Table 8. Test results for the coefficient of determination (R²)

Model Summary(b)					
Model	R	R Square	Adjusted R Square	std. Error of the Estimate	
1	.987(a)	.974	.971	.80035	

a Predictors: (Constant), Employee Satisfaction (X4), Remuneration (X1), Employee Motivation (X2), Discipline (X3)

b Dependent Variable: Employee Performance (Y)

According to the table above, the R² (R Square) figure is 0.974 or (97.4%). This shows that the percentage effect of remuneration, work motivation, discipline, and employee satisfaction on the performance of education staff at FMIPA UNS is 97.4%. In other words, employee performance variables can be explained or influenced by remuneration, work motivation, discipline, and employee satisfaction variables of 97.4%, while the remaining 2.6% is explained or influenced by other variables not examined.

Multiple Regression Test

Multiple regression is used for one dependent variable and more than one independent variable. In business practice, multiple regression is generally used, apart from the many variables in the business that must be analyzed together, multiple regression is also used in many more relevant cases (Agung & Yuesti, 2019).

Table 9. Multiple regression test
Coefficients(a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. error	Beta		
1 (Constant)	-0.092	0.882		-0.105	0.917
Remuneration (X1)	0.360	0.102	0.200	3.511	0.001
Work Motivation (X2)	0.828	0.099	0.462	8.336	0.000
Discipline (X3)	0.152	0.049	0.202	3.108	0.003
Employee Satisfaction (X4)	0.232	0.098	0.171	2.369	0.022

a Dependent Variable: Employee Performance (Y)

From the results of the SPSS 20 output above, the multiple linear regression equation is as follows:
 $Y = -0.092 + 0.360X_1 + 0.828X_2 + 0.152X_3 + 0.232X_4$

The constant value is -0.092, so it can be interpreted that if the remuneration, work motivation, discipline, and employee satisfaction are 0, then the employee's performance will increase by 0.092.

The regression coefficient value on the remuneration variable (X1) is positive, which is equal to 0.360, which means that every increase in remuneration by 1 unit will increase employee performance by 0.360 units assuming the independent variables are fixed.

The regression coefficient value on the work motivation variable (X2) is positive, which is equal to 0.828, which means that every increase in work motivation by 1 unit will increase employee performance by 0.828 units assuming the independent variable has a fixed value.

The regression coefficient value on the Discipline variable (X3) is positive, which is equal to 0.152, which means that every increase in discipline by 1 unit will increase employee performance by 0.152 units assuming the independent variables have a fixed value.

The regression coefficient value on the employee satisfaction variable (X4) is positive, which is equal to 0.232, which means that every increase in employee satisfaction by 1 unit will increase employee performance by 0.232 units assuming the value of the independent variable is fixed.

The Effect of Remuneration on Employee Performance at the Faculty of Mathematics and Natural Sciences, Sebelas Maret University

The results of testing remuneration on employee performance obtained a tcount of 3.511 greater than a ttable of 1.679 and a significance value of 0.001 less than 0.05, which means remuneration has a positive and significant effect on employee performance. Thus, it can be concluded that the test can accept H1 so that the assumption that remuneration has a positive effect on employee performance is proven or acceptable.

The findings of this study are in line with the results of research from Yusniawan & Permana (2018), Ruktipriangga et al. (2022), and Permatasari et al. (2022) which proves that remuneration has a positive effect on employee performance. This means that employees who give a good perception of the remuneration given so far will improve their performance (Wachyuni et al., 2021).

The remuneration package offered by the company significantly affects how long employees are willing to stay working (Bilyk & Sheremet, 2019; Mitsel et al., 2021; Zayed et al., 2022). Effective remuneration, especially compensation packages will attract, retain and motivate employees who understand the ins and outs of the organization. This allows organizations to compete at a much higher level than they currently do. The exact remuneration differs for each organization. An organization must constantly reassess its needs, and help employees reassess their needs to keep them motivated. Remuneration should be well thought out before implementation, because poor or unclear remuneration may be better than no remuneration at all. The purpose of remuneration is to encourage growth in the organization and make it more competitive, a bad remuneration plan may have the opposite effect, turning a healthy organization into one experiencing financial woes. Periodic reviews of salaries and other incentives should be carried out (Onyancha et al., 2014).

The Effect of Work Motivation on Employee Performance at the Faculty of Mathematics and Natural Sciences, Sebelas Maret University

The results of testing work motivation on employee performance obtained a tcount of 8.336 greater than a ttable of 1.679 and a significance value of 0.000 less than 0.05, which means that work motivation has a positive and significant effect on employee performance. Thus, it can be concluded that the test can accept H2 so that the assumption that work motivation has a positive effect on employee performance is proven or acceptable.

The research findings are supported by several previous studies, among others Ruktipriangga et al. (2022), Saputra & Parwoto (2019), Sugiono et al. (2021), Harahap & Tirtayasa (2020), and Carvalho et al. (2020) which proves work motivation has a positive effect on employee performance. The research results presented by Augustine & Halim (2021) concluded that employee motivation and performance have a strong correlation and motivation has a positive and significant effect on employee performance. This finding is also reinforced by the results of research from Wazirman et al. (2022) which states that motivation has a positive effect on the performance of employees of the Danau Kerinci District Office. This means that employee performance will increase if the motivation is good to be able to provide enthusiasm for employees in carrying out their work. The better the employee motivation at the agency, the lower the employee's performance in carrying out his work at the agency.

The Effect of Discipline on Employee Performance at the Faculty of Mathematics and Natural Sciences, Sebelas Maret University

The results of testing discipline on employee performance obtained a tcount of 3.108 greater than a ttable of 1.679 and a significance value of 0.003 less than 0.05, which means that discipline has a positive and significant effect on employee performance. Thus, it can be concluded that the test can accept H3 so that the allegation of discipline having a positive effect on employee performance is proven or acceptable.

The findings of this study are in line with previous research, including Harahap & Tirtayasa (2020), Roringkon et al. (2021), Permatasari et al. (2022), Budirianti et al. (2020), and Amanda et al. (2022) which proves that discipline has a positive effect on employee performance.

High discipline will improve employee performance, this is by research conducted by Idrus, et al. (2021) which states that work discipline has a positive effect on employee performance. Loo (2022) states that if employees are not aware of how important discipline is, it will have an impact on decreasing employee performance, but conversely if employees have high discipline, employees can improve their performance.

A high level of work discipline is the key for an organization in achieving company goals. All employees are required to comply with the established work discipline rules so that every individual who works in the organization has high compliance with work (discipline) regulations. The existence of high work discipline can have an impact on employee performance and productivity (Ong et al., 2022).

The Effect of Employee Satisfaction on Employee Performance at the Faculty of Mathematics and Natural Sciences, Sebelas Maret University

The results of testing employee satisfaction on employee performance obtained a tcount of 2.369 greater than a ttable of 1.679 and a significance value of 0.022 less than 0.05, which means that employee satisfaction has a positive and significant effect on employee performance. Thus, it can be concluded that the test can accept H4 so that the assumption that employee satisfaction has a positive effect on employee performance is proven or acceptable.

The findings of this study are in line with previous research, including Yusniawan & Permana (2018), Saputra & Parwoto (2019), Harahap & Tirtayasa (2020), Roringkon et al. (2021), Wijaya (2018), Suhroji et al. (2019), and Budirianti et al. (2020) which proves employee satisfaction has a positive effect on employee performance.

The relationship between job satisfaction and employee performance is as described by Damayanti et al. (2018) that job satisfaction will be achieved if the needs of employees are met through work. Where job satisfaction is a happy emotional state or positive emotions that come from evaluating one's work or experience. High job satisfaction will increase employee performance against the organization where they work. Sitinjak et al. (2021) explained that without feeling job satisfaction, employees do not make an optimal contribution to achieving company goals. High job satisfaction cannot be achieved by itself, but it needs to be pursued by paying attention to the factors that influence employee job satisfaction.

The Effect of Remuneration, Work Motivation, Work Discipline, and Employee Satisfaction on Employee Performance at the Faculty of Mathematics and Natural Sciences, Sebelas Maret University

The performance of education personnel employees cannot be separated from the remuneration, work motivation, discipline, and employee satisfaction given, as described above. Remuneration, work motivation, discipline, and employee satisfaction are very important to achieve maximum educational staff performance. If these four elements are applied together, the employee's performance will be maximized.

From the results of the regression analysis, it can be seen that together the independent variables have a significant influence on the dependent variable. This is evidenced by the Fcount value of 422.630 > Ftable 2.54 with a significance (sig) of 0.000 < 0.05, the regression model can be used to predict the performance of education staff at FMIPA UNS or it is stated that remuneration, work motivation, discipline, and employee satisfaction simultaneously affecting the performance of educational staff at FMIPA UNS.

The R² test results (R Square) were obtained at 0.974 or (97.4%). This shows that the percentage effect of remuneration, work motivation, discipline, and employee satisfaction on the performance of education staff at FMIPA UNS is 97.4%. In other words, employee performance variables can be explained or influenced by remuneration, work motivation, discipline, and employee satisfaction variables of 97.4%, while the remaining 2.6% is explained or influenced by other variables not examined such as leadership, work environment, work culture, and others.

The findings of this study are supported by several previous studies, including Nugroho & Sutoro (2021), Harahap & Tirtayasa (2020), and Permatasari et al. (2022) which proves that remuneration, work motivation, discipline, and employee satisfaction simultaneously have a positive and significant effect on employee performance.

This proves that remuneration is expected to provide encouragement and work motivation for employees to continue working hard. Apart from motivating, the role of remuneration is very important to create high performance. This is because every employee has different needs and expectations (Wachyuni et al., 2021).

Remuneration is the feedback received by employees for the contributions they have made to the organization where they work. The remuneration policy is one of the keys for the company to maintain employee performance and improve the quality of employee performance. Employee satisfaction will grow by itself with adequate remuneration. If employees are satisfied, then employees will work wholeheartedly. Conversely, if employees are dissatisfied with something that has been provided by the company, this will have an impact on the productivity of employee performance and generate various complaints such as absenteeism from work to strikes, completing work at will, and others (Nugroho & Sutoro, 2021).

CONCLUSION

The results showed that partially and simultaneously remuneration, work motivation, work discipline, and employee satisfaction have a positive and significant effect on employee performance at the Faculty of Mathematics and Natural Sciences, Sebelas Maret University (FMIPA UNS). Based on the research results, the suggestions that can be submitted to the management of FMIPA UNS should be necessary to fix the various deficiencies of the remuneration policy, so that this type of reward will add value to the benefits and be well received by employees at FMIPA UNS. The management of FMIPA UNS should improve employee discipline by carrying out inherent supervision for employees and establishing strict sanctions for employees who have problems with work discipline. Management of FMIPA UNS also needs to make better rules and regulate work schedules by paying attention to the time when employees enter and leave work so that with this employees will be more time disciplined and accustomed to being disciplined. Based on the results of the study it was found that employee motivation has a positive influence on employee performance. This proves that the higher the motivation of tax officials, the higher the performance of tax officials. So for FMIPA UNS, it is necessary to increase motivation for employees, so that it will achieve common goals between employees and the institution. Increasing work motivation for employees can be done by providing training for employees and providing things that can motivate employees as providing salaries that match employee needs, increasing positions for high-achieving employees and increasing welfare for employees, so that sufficient welfare will improve employee performance better again. In future research, it is necessary to expand the research object, such as all employees at Sebelas Maret University, Surakarta so that it can reflect the accuracy of the research data and the generalization of working conditions in a wider place or organization. In addition, in future research, it is better to add interview techniques so that it will further strengthen the accuracy of the data. This research has significant implications and contributions in the organizational context. This research provides an in-depth understanding of how factors such as remuneration, motivation, discipline, and job satisfaction are interrelated and influence employee performance. The implication is that human resource management must pay attention to and understand the importance of designing a fair and competitive remuneration system, increasing motivation and job satisfaction, and strengthening work discipline in order to improve overall individual and organizational performance. By taking into account the findings of this research, organizations can develop appropriate strategies to improve employee performance, create a productive work environment, and achieve better organizational goals.

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