

# **REMUNERATION POLICIES AND THEIR IMPACT ON WORK MOTIVATION IN A UNIVERSITY EDUCATION INSTITUTION LOCATED IN LIMA, 2019**

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**ABSTRACT:** In this research, a private university was studied, which is recognized for the high work motivation demonstrated by its staff. The general problem was, to what extent do the remuneration policies impact on the work motivation of a university educational institution located in Lima, 2019?; The specific problems were: To what extent do remuneration, salary incentives, benefits due to legal obligations and spontaneous benefits have an impact on work motivation in a university located in Lima, 2019? The population was composed of 420 employees, while the sample was made up of 201 of them. The survey was used as a technique to collect data while the instrument applied was the questionnaire with a group of items formulated from the variables and dimensions. Results show that there is an association between remuneration policies and work motivation, and therefore there is an impact on the variable ( $p < 0.05$ ), and also the remuneration, salary incentives, benefits due to legal obligations and spontaneous benefits have an impact on work motivation in a university located in Lima.

**KEYWORDS:** Remuneration policies, Work motivation, University, Salary, Benefits..

## **I. INTRODUCTION**

At the international level, Todolí (2017) argues that in Spain the teaching profession is not very respected and popular among young people, so the remuneration system makes it difficult to attract talent when the same pay is given for different subjects, unlike private sector institutions that would pay more for specific subjects. Some teachers always stand out more than others, but they are rewarded in the same way by being perceived as unfair, causing good teachers to leave certain activities and not being encouraged in any way in their functions to achieve a reward.

At the national level, Puntriano (2016) mentions that Peruvian employees are not paid overtime and do not receive any reward, companies have an inadequate system of paid vacation leave, some do not have or apply health and safety management, nor do they guarantee a better work environment, the payment of payroll is not correct and this affects their benefits.

With respect to the university institution where the research was carried out, it has been found that it has an exceptionally good practice when it comes to encouraging or motivating its collaborators for the development of extraordinary activities, they are given tasks to develop that are suitable for their position, generating great motivation in the person and when it comes to finishing with everything entrusted, several additional remunerations are offered in the form of bonuses, salary increases, payment of overtime or some other commission, which motivated the researchers to investigate this phenomenal event.

The general problem was, to what extent do the remuneration policies impact on the work motivation of a university educational institution located in Lima, 2019?

The specific problems were: To what extent does remuneration have an impact on work motivation in a university located in Lima, 2019?; to what extent do salary incentives have an impact on work motivation in a university located in Lima, 2019?; to what extent do benefits due to legal obligations have an impact on work motivation in a university located in Lima, 2019?; and to what extent do spontaneous benefits have an impact on work motivation in a university located in Lima, 2019?

In terms of theoretical justification, this project is justified in the sense that the result of the research will allow us to broaden our knowledge of remuneration policy and motivation. Likewise, the University administration server, that is to say, the information gathered will help to implement or enrich the knowledge and then incorporate it into the scientific field.

As for the methodological justification, once validated by the judgments of experts and applied its reliability, the instrument remains for future research that can serve as a guide to improve or implement such research.

As for the practical justification, once the results have been obtained, those who benefit from them will be the workers of the institution who will be able to give some recommendations or an alternative solution. Likewise, they will be able to comply with the objectives designed by the institution, because remuneration, bonuses and profits are necessary for the workers to remain in their job.

In that sense, the general hypothesis was, Remuneration policies significantly impact the work motivation of a university educational institution located in Lima, 2019.

As for the specific hypothesis, the remuneration significantly impacts the labor motivation of a university located in Lima, 2019; the salary incentives significantly impact the labor motivation of a university located in Lima, 2019, the benefits for legal obligations significantly impact the labor motivation of a university located in Lima, 2019 and the spontaneous benefits impact the labor motivation of a university located in Lima, 2019.

## **II. THEORICAL FRAMEWORK**

As for remuneration policies, Cruz (2018) defined them as compensation, which is given in cash or in kind, when it is given in exchange for services rendered. These policies are also tools that contain principles and guidelines that help to specify salary payments, thus creating an adequate administration of remunerations in a company.

Likewise, Chiavenato (2009) mentions that the beneficial payment to a collaborator is given by the following components these are: basic remuneration, salary incentives, benefits by legal obligation and spontaneous benefits.

Varela (2013) defines it as the payment received by the collaborator for the service he provides. Known as salary or wages, this is when the worker becomes aware of investing time, dedication, wisdom, skills and personal energy as long as the pay is correct.

Also, Barriga and Rendón (2016) specified that if companies invested in employee benefits, making the staff reach their goals. Understanding this way the participation of these to the company to which they belong (work, energy, consecration, precision, dedication, etc.)

Regarding motivation, Maslow (1943) defines it as the commitment of the collaborators with the desire to continue carrying out their activities. That is to say, to maintain the positive stimuli of its collaborators to fulfill the objectives established within an entity. In this regard, Chiavenato (2009) points out that motivation is associated with the human behavior of each human being, at the same time, it is an action of moving forward and fulfilling a proposed goal. In the same way, Ferreiro and Alcazar (2017) specified that to be motivated is to feel active in search and fight until achieving what is proposed, no matter how much physical or mental energy is spent.

## **III. METHODOLOGY**

The focus of the research was quantitative, while the type was applied, in terms of level, this was explanatory, with non-experimental design and cross-sectional temporality.

The population was composed of 420 employees of a university educational institution in the year 2019.

The sample was made up of 201 collaborators after applying the formula for calculating the sample. Replacing the data in the formula we obtain the sample of  $n = 201$  collaborators.

The applied sampling was the simple random one, according to Baena (2017) each individual has the same probability of being chosen, so, a finite population formula was applied.

The survey was used as a technique to collect data while the instrument applied was the questionnaire with a group of items formulated from the variables and dimensions studied that we wanted to quantify (Hernández, Fernández y Baptista, 2014), Fig. 2 describes the how the items (pregunta) were distributed among all dimensiones and variables.

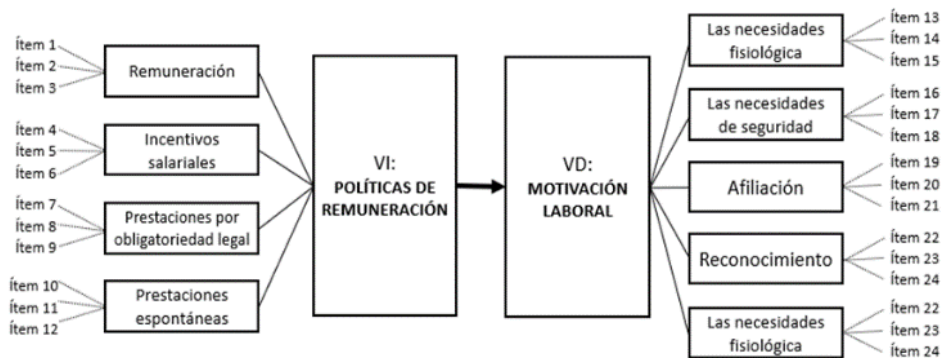


Fig. 2: Structure of the questionnaire used

The questionnaire was validated by 11 experts, who rated the level at which the instrument demonstrated relevance, relevance and clarity of each item, whose qualitative result was "applicable" and the quantitative analysis was given through the V. of Aiken whose result was 0.99, concluding that it was valid.

As for the reliability of the questionnaire, the Guttman's two-half test was used, achieving as a result the coefficient of 0.808. Regarding the internal reliability, the first half of the questionnaire has as a coefficient the value of 0.839 while the second half obtains as a coefficient 0.909. In the same way, Cronbach's Alpha was applied, where 0.923 was obtained as a result.

In this research, the statistical program SPSS, version 26, was used, for inferential results, Pearson's chi-square test was used, in order to identify association between variables and therefore dependence.

IV. RESULTS

According to Table 1, there is a significant statistical association between the independent variable "remuneration policies" and the dependent variable "work motivation", since the result was 0.000, with the latter being less than 0.05. The value obtained from Pearson's Chi-square was 45.055. Therefore, the hypothesis is valid: Remuneration policies significantly impact the work motivation of a university educational institution located in Lima, 2019.

Table 1 Chi-Square Test for the independent variable "remuneration policies" and the dependent variable "work motivation"

	Value	Degrees of Freedom	Asymtotic Significance (2-sided)
Pearson Chi-Square	45.055 <sup>a</sup>	12	0.000
Likelihood Ratio	49.229	12	0.000
Linear-by-Linear Association	29.984	1	0.000
N of Valid Cases	201		

Source: SPSS.

According to Table 2, there is a significant statistical association between the independent dimension "remuneration" and the dependent variable "work motivation", since the result was 0.000, with the latter being less than 0.05. The value obtained from Pearson's Chi-square was 28.771. Therefore, the hypothesis is valid: Remuneration significantly impact the work motivation of a university educational institution located in Lima, 2019.

**Table 2 Chi-Square Test for the independent dimension "remuneration" and the dependent variable "work motivation"**

	Value	Degrees of Freedom	Asymptotic Significance (2-sided)
Pearson Chi-Square	28.771 <sup>a</sup>	12	0.004
Likelihood Ratio	34.318	12	0.001
Linear-by-Linear Association	12.626	1	0.000
N of Valid Cases	201		

Source: SPSS.

According to Table 3, there is a significant statistical association between the independent dimension "salary incentives" and the dependent variable "work motivation", since the result was 0.000, with the latter being less than 0.05. The value obtained from Pearson's Chi-square was 31.638. Therefore, the hypothesis is valid: Salary Incentives significantly impact the work motivation of a university educational institution located in Lima, 2019.

**Table 3 Chi-Square Test for the independent dimension "salary incentives" and the dependent variable "work motivation"**

	Value	Degrees of Freedom	Asymptotic Significance (2-sided)
Pearson Chi-Square	31.638 <sup>a</sup>	12	0.002
Likelihood Ratio	38.917	12	0.000
Linear-by-Linear Association	21.667	1	0.000
N of Valid Cases	201		

Source: SPSS.

According to Table 4, there is a significant statistical association between the independent dimension "benefits due to legal obligations" and the dependent variable "work motivation", since the result was 0.000, with the latter being less than 0.05. The value obtained from Pearson's Chi-square was 32.697. Benefits due to legal obligations significantly impact the work motivation of a university educational institution located in Lima, 2019.

**Table 4 Chi-Square Test for the independent dimension "benefits due to legal obligations" and the dependent variable "work motivation"**

	Value	Degrees of Freedom	Asymptotic Significance (2-sided)
Pearson Chi-Square	32.697 <sup>a</sup>	12	0.001
Likelihood Ratio	31.988	12	0.001
Linear-by-Linear Association	17.936	1	0.000
N of Valid Cases	201		

Source: SPSS.

According to Table 5, there is a significant statistical association between the independent dimension "spontaneous benefits" and the dependent variable "work motivation", since the result was 0.000, with the latter being less than 0.05. The value obtained from Pearson's Chi-square was 27.855. Therefore, the hypothesis is valid: Spontaneous benefits significantly impact the work motivation of a university educational institution located in Lima, 2019.

**Table 5 Chi-Square Test for the independent dimension "spontaneous benefits" and the dependent variable "work motivation"**

	Value	Degrees of Freedom	Asymtotic Significance (2-sided)
Pearson Chi-Square	27.855 <sup>a</sup>	12	0.006
Likelihood Ratio	32.466	12	0.001
Linear-by-Linear Association	17.847	1	0.000
N of Valid Cases	201		

Source: SPSS.

**V. CONCLUSIONS AND RECOMMENDATIONS**

According to Yuni and Urbano (2014) the conclusions are given on the basis of the evidence and information gathered and are to be consistent and above all appropriate. In this respect, the conclusions are listed below.

1. There is an association between remuneration policies and work motivation, and therefore there is an impact on the variable.
2. There is association between remuneration and work motivation, therefore, the dimension analysed impacts on the variable.
3. There is association between work incentives and work motivation with an impact on the variable.
4. There is an association between legally obligatory benefits and work motivation, corroborating the impact of the dimension analyzed on the variable.
5. There is an association between spontaneous benefits and work motivation, thus, impacting on the variable.

Finally, we recommend international researchers to carry out similar studies in order to generate discussion.

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