The Remuneration And Recognition In Influencing Work Engagement To Improve Lecturers' Workload

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Abstract

The purpose of the research is to examines the remuneration and recognition in influencing work engagement to increase lecturers' workload. The research design used survey research with quantitative research. Sources of data in this study using a structured questionnaire. The target population in this study were lecturers who received remuneration (PNS) at Jambi University, the research sample amounted to 89 lecturers. The software used is smart-PLS. The results showed that remuneration has no effect to the lecturer's workload, recognition has an effect to the lecturer's workload, remuneration has no effect to work engagement, remuneration has no effect to work engagement in improving lecturer's workload, recognition has an effect to lecturer's work engagement, work engagement has an effect to the lecturer's workload, recognition has an effect to work engagement in improving lecturer's workload. The remuneration has no effect to work engagement in improving lecturer's workload, it is necessary to practice strong management in implementing remuneration so that it can be perceived as well as recognition which is able to create prosperity and strong attachment in carrying out their duties as a lecturer.

Keywords: recognition; remuneration; workload of lecturers; work engagement

Introduction

Provision of remuneration for civil servant lecturers is a form of leadership responsibility in providing awards, in the form of additional income with the aim of improving the performance of lecturers. Researchers have discussed the remuneration and performance of lecturers in several universities in Indonesia. Hatimah & Lukito (2018)

Remuneration has a negative and insignificant effect on the performance of lecturers at Bengkulu University, which means that remuneration has no effect on lecturer performance, and the application of the remuneration system has no impact on the performance of lecturers.

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(2019) the implementation of remuneration at Mulawarman University there are still obstacles, namely; lack of time and adequate sources of funds. The implementation process tends to change because the concept of authority policy is influenced by different interests, so that policy objectives cause cognitive dissonance where the remuneration policy applied has no effect on performance. In contrast to previous research, research conducted by Rosita, Fithriani, & Widiastuti (2019) showed that the role of remuneration has a great influence in improving work performance. This research is supported by research conducted by Rheny, Elita, & Perbawasari (2021) that the remuneration policy or performance incentives for lecturers has a positive and significant influence on the performance of lecturers, with the fulfillment of intrinsic and extrinsic factors which have the main role to always try to improve their performance.

According to Werdati, Darmawan, & Solihah (2020) remuneration to increase work engagement is one of the management practices in achieving the ultimate goal of improving performance. Remuneration is given based on performance appraisal. The appropriate form of remuneration meets welfare. Prosperous employees will have a strong work engagement. Kibambila & Ismail (2021) there is still evidence that remuneration predicts job involvement. In addition to remuneration, there is recognition which is an intrinsic non-monetary reward to appreciate employee involvement in the organization. The research of Asaari, Desa, & Subramaniam (2019) explains that one form of intrinsic reward is recognition

which has a function in improving performance. recognition which is effort and dedication in the workplace is a very valuable value in a career, so that it can increase enthusiasm and productivity. Sandrin et al., (2019) spontaneous recognition of a job well done, spontaneous acknowledgment of a job well done, shown attention, and words of encouragement. Experimentally, recognition will improve performance in the workplace and exclusivity can be an effective tool to motivate relatively poor workers to catch up. Recognition is positive feedback on the lecturer's workload that has been carried out, set up a session to share experiences and contribute to the smooth functioning of the organization. If recognition becomes scarce then effectiveness will decrease.

Some of the empirical evidence above shows that remuneration is interrelated with work engagement and can increase the workload of lecturers, as well as recognition to create work engagements that have an impact on performance. However, for the implementation of remuneration and recognition in influencing work engagement to increase workload, research results have not been found until now, So this research will be very interesting to be used as an in-depth study to contribute to the development of science particularly in the field of human resource management. The purpose of the study was to determine the implementation of remuneration and recognition in influencing work engagement to increase the workload of lecturers. Formulation of the problem posed how do remuneration and recognition have a direct or indirect

influence on work engagement to increase the workload of lecturers?

Literature review

The remuneration and lecturers' workload

Implementation of remuneration aims to increase the lecturers' workload. Remuneration is any reward that has extrinsic and intrinsic rewards given in response to what is done, logically to produce productive performance in accordance with organizational performance. According to Hatimah & Lukito (2018), remuneration is measured based on the level of responsibility and demands for professionalism, taking into account the principle of proportionality, equality, propriety and show operations. Performance-based remuneration fair and professional will result in the salary received between one lecturer and another differs based on the lecturers' workload.

The application of remuneration policies increases the work motivation of lecturers in the implementation of teaching, study, participation in scientific activities to support tasks involvement in the committee / management of activities within the University and improve working relationships between lecturers in teaching, study, community service and working relations between lecturers and faculty leaders, majors and study programs in the implementation of the tri dharma of higher education. Apriani et al., (2019) implementation of remuneration policy is a lecturer's performance correction tool by requiring the fulfillment of semester credit units and the minimum attendance rate of

lecturers as the basis for payment of remuneration honorarium. Rosita et al., (2019) remuneration is measured through a merit system, fair, worthy, competitive and transparent. The merit system is the determination of employee income based on evaluated performance and assessed referring to the performance appraisal parameters. Fair in the sense of office with the workload and responsibilities with the same weight, paid the same, knowledge demanding work higher skills and responsibilities are paid more. Worth measuring based on the fulfillment of decent living needs, with the normative provisions stipulated by the laws and regulations. Competitiveness is measured based on the competencies possessed in doing the work as required. Transparency is openness in determining remuneration by setting conditions that must be known and easy to understand.

The remuneration policy has a positive and significant influence on the performance of lecturers. Rheny et al., (2021) the implementation of remuneration increases the lecturers' workload seen from the increase in the number of lecturers' scientific works published in reputable international scientific journals. The remuneration policy has an intrinsic impact on lecturer performance, which is to support improving the performance of lecturers as seen from the certainty of the amount of compensation received as well as a rational credit score calculation system and enable the achievable, while the extrinsic factor of the remuneration policy is an award for lecturers who excel above the set target. Based on the explanation described above that the previous research revealed that there is a

relationship between remuneration and the lecturers' workload, then this study proposes the first hypothesis:

H1: Remuneration has an effect to the lecturer's workload

The recognition and lecturer's workload

Recognition is a response to contributions and ways to increase morale. Asaari, Desa, & Subramaniam (2019) recognition becomes a catalyst in successful performance. Sandrin et al., (2019) recognition in the workplace defined as a constructive reaction based on the assessment of contributions. Recognition can be given to limit emotional exhaustion and improve performance. Bradler, Dur, Neckermann, & Non (2016) recognition does not always take the form of material rewards but shows appreciation for the worker's efforts through a personally signed thank you note. Recognition has a positive influence on performance. When all employees receive a thank you card, their performance increased by 5.2% compared to controls who were not given recognition. When recognition is more exclusive, the achievement of increased performance will increase to 7.3%. Mazzetti, Vignoli, Schaufeli, & Guglielmi (2017) Recognition is associated with constructive feedback.

A good recognition system will increase the creativity of lecturers. The higher the recognition given to the lecturer, the higher the performance produced by the lecturer. According to Rosita, Musnaini, & Fithriani (2020) the quality of lecturers is in line with vision, mission and focus in carrying out the tri dhama of higher education namely

education and teaching, research and development of science, community service, institutional management and improving the quality of student activities. Lecturer innovation will increase in line with the recognition given, and its impact on lecturer's workload.

Based on the explanation described above that previous studies revealed that there was a relationship between recognition and the lecturers' workload, then this study proposes the second hypothesis:

H2: Recognition has an effect to the lecturer's workload

The remuneration, work engagement and workload

According to Dessler (2015) to develop a comprehensive approach and efforts to strengthen employee engagement then a fair remuneration system is carried out accompanied by the role of social support. Hatimah & Lukito (2018) remuneration components consist of; payment of positions for lecturers in addition in the form of salaries derived from Non-Tax State Revenue Fund founded on the realization lecturer workload greater than 12 points namely education, study, community service and other supporting tasks. Payment targets on work achievement which is a performance incentive. Paid for work performance and achievement of key performance indicators. concern for well-being which is a benefit program of individual well-being, such as educational scholarships for employees of the Public Service Agency, security protection and severance pay.

The level of human needs is increasingly diverse along with high

intensity cause employees need income with a large amount. Providing remuneration to employees will make employees feel attached to work. According to Werdati et al. (2020) remuneration has a positive and significant effect on work engagement. Job engagement is the attitude and behavior of employees when working by revealing themselves fully. Employees feel proud to be part of the organization where they work. Work harder in terms of time and energy to achieve the overall vision, mission. Remuneration received by employees in return for work that has been given to the company in the form of money, allowances or other welfare benefits. Remuneration is planned in accordance with expectations so that it can lead to work engagement. Work engagement according to Kamal, Amin, & Rosita, (2021) is measured based on the vigor aspect, namely employees feel enthusiastic and full of energy at work, employees feel that the work they do is full of purpose and meaning. The dedication aspect is that work gives a lot of inspiration, feelings of pleasure and happiness when working intensely. The absorption aspect is working for a long time, mentally feeling very tough at work.

Based on the explanation described above that previous research studies reveal there is a relationship between remuneration and work engagement, then this study proposes the third and fourth hypotheses as follows:

H3: Remuneration has an effect to work engagement

H4: Remuneration has an effect to work engagement in improving lecturer's workload

The recognition, work engagement and workload

Wang, Zhu, Dormann, Song, & Bakker (2020) recognition affects employee engagement, through meeting different needs. Recognition has a different effect in satisfying different needs, this explains that Recognition describes the process of various work events related to work engagement. Anwar & Qadir (2017) employee engagement with their work because of time management, and overwhelming workload. The results of the research by Presti, Kertechian, & Landolfi (2020) stated that work intensification implies an increase in workload which in turn can have an impact on job engagement, Ahmed et al. (2017) confirmed bad effects of job demands such as workload which has a negative impact on work engagement. Employee engagement is a positive attitude towards the workplace and is the degree to which an individual is attached to the organization.

Rai, Ghosh, Chauhan, & Singh (2018) recognition positively affects employee engagement. Recognition is not only a means for employees to meet formal job requirements but also a motivator to take action that goes beyond the formal requirements of the job with workplace engagement. The results of Lartey (2021) study confirm that recognition has a significant relationship in determining job involvement. Opportunity to advance within the company, trust embodied by the autonomy granted in completing their tasks, and make sure that they are on the right track to achieve promotion or expected recommendations for future positions, it creates intrinsic and

extrinsic strength thereby increasing job involvement.

Based on the explanation described above that previous research studies reveal There is a relationship between recognition, work engagement, and workload, then this study proposes the fifth and sixth hypotheses as follows:

H5: Recognition has an effect to lecturer's work engagement

H6: Work engagement has an effect to the lecturer's workload

H7: Recognition has an effect to work engagement in improving lecturer's workload

Research Framework

Taking into account previous findings regarding remuneration, recognition, work engagement and lecturer workload, which is not yet conclusive Due to the limitations of empirical research, then this study estimates that remuneration and recognition can affect work engagement in increasing the workload of lecturers, pictographically the basic research framework for this research presented in the following figure 1

Figure 1: Research Framework
Source: Developed for research proposal (2022)

Methodology

Research design using survey research with 3 (three) objectives description, explanation and exploration, with this type of quantitative research. Sources of data in this study using a structured questionnaire. The target population in this study is a lecturer who receives remuneration (Civil Servant) at Jambi University, totaling 789 lecturers using Slovin's formula, the set error margin is 10%, the research sample amounted to 89 lecturers (Civil Servant). The software used is smart-PLS. Operationalized research variables refers to all variables contained in the hypothesis which can be shown in the following table 1:

Table 1. Operational variables

| Variable	Dimension	Scale
remuneration	1. Merit system	Income determination evaluated and assessed refers to the performance appraisal parameters.
	2. Fair	Consider duties and responsibilities
	3. Feasible	Minimum limits to meet the needs of a decent living
	4. Competitive	Requirements of competence possessed by

		employees in carrying out their work
	5. Transparent	Disclosure of the determination of remuneration conditions what employees need to know and understand
recognition	1. Personal recognition	Ability recognition and unique needs of employees
	2. Achievement recognition	Recognition of work achievements
	3. Recognition of work performance	Process recognition and job qualifications
	4. Recognition of dedication	Commitment acknowledgment, loyalty and work effort
work engagement	1. Education and teaching	Creative endeavor, impact of change, discipline, exemplary, openness to criticism.
	2. Research and development of science	Publication of scientific papers, meaning and use, innovative venture, consistency and work targets
	3. Community service	Implementation of service activities, change, community support, communication skills, cooperation ability.
	4. Institutional Management	Implementation of activities, institutional support, self control, responsibility, firmness in principle
	5. Improving the Quality of Student Activities	Implementation of activities, Interaction, activity benefits
Lecturers' workload	1. Vigor Aspect	Strength and mental resilience at work
	2. Aspect of Dedication	Enthusiastic, inspiration, pride and challenging at work.
	3. Absorption Aspect	Concentration and a deep interest in work

Source: developed for research proposal (2022)

Research result

Validity and Reliability

Test Figure 2 The value of loading on the variable; remuneration, recognition, lecturer workload and work engagement
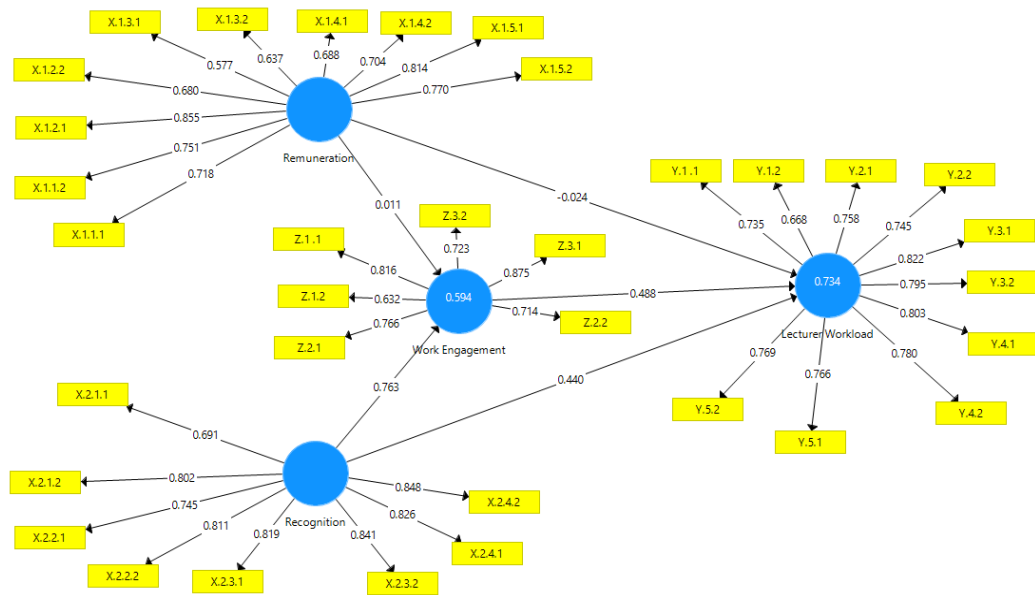
Source: processed for research (2022)

Statement item loading value for remuneration variable, recognition, lecturer workload and work engagement after testing, it can be seen that all statement items is above 0.5 which means that all statement items are valid, and can be continued for further testing. Ensure that the measurement to the variables no problem then the next stage

unidimensionality test was carried out by using composite reliability and Cronbach's alpha. Variables can be said to meet composite reliability if value > 0.7, then to know the value of composite reliability on remuneration variable, recognition, lecturer workload, and work engagement can be shown in the following table:

Table 2 : Composit Reliability

	Composite Reliability
Lecturer's Workload	0.934
Recognition	0.934
Remuneration	0.916
Work Engagement	0.889

Source: processed for research 2022

Composite reliability value for remuneration variable, recognition, lecturer workload and work engagement is above 0.7 which means the value of composite reliability has met the research requirements. In addition to the

value of composite reliability Cronbach's alpha value is also used to measure the value of reliability, to see the value of cronbach's alpha on remuneration variable, recognition,

lecturer workload and work engagement

then it can be shown in table 11 below:

Table 3 : Cronbach's Alpha

	Cronbach's Alpha
Lecturer's Workload	0.921
Recognition	0.919
Remuneration	0.897
Work Engagement	0.849

Source: processed for research 2022

The results of the acquisition of cronbach's alpha for all remuneration variables, recognition, lecturer workload and work engagement shows a value above 0.6 that proves that the measurement for all variables is reliable.

Model Analysis

Analysis of the model in this study using the coefficient of determination, predictive relevance, and goodness of fit index. Coefficient of determination (R2) or better known as R Square to know influence value of independent variable to the dependent variable. Based on data processing get workload and work engagement with the results of R Square as shown in table 12 below:

Table 4 : R Square

Lecturer's Workload	0.734
Work Engagement	0.594

Source: processed for research 2022

The coefficient of determination of the model is said to be weak if the value of R Square 0.19 to 0.32, the model is said to be moderate if the value of R Square is 0.33 to 0.66 and the model is said to be strong if the value of R Square> 0.67. Based on the R Square table above can be interpreted that remuneration and recognition variables have an influence on the workload of lecturers of 0.734 means remuneration and recognition has a strong influence on the workload of lecturers of 73.4% while 26.6% is influenced by other factors which have not been observed in this study. Remuneration and recognition variables has an effect on work engagement of 0.594 means remuneration and recognition have a moderate influence to work engagement by 59.4% while 40.6% influenced by other factors that have not been observed in this study.

The next step is to analyze the model and as parameter estimation then calculated on predictive relevance (Q2) which will show The higher the value, the more appropriate the model will be with the data used. Predictive relevance value (Q2) calculated by the following formula:

$Q^2 = 1 – (1 – R^21) \times (1 – R^22)$
$= 1 – (1 - 0.734) \times (1 - 0.594)$
$= 0,892004$

From the calculation it appears that the predictive relevance value (Q2) of 0.892004 which is a strong model in this research. Goodness of fit index (GoF) used to evaluate measurements to the structural model. GoF measurement can be used for the overall model prediction with the following formula:

$GoF = \sqrt{AVE \times R^2}$
$= \sqrt{0,581 \times 0,664}$
$= 0,6211$

The GoF value of 0.6211 indicates that research structural model shows great value (small GoF value 0 - 0.25, Medium GoF 0.26 – 0.36 and large GoF 0.37), it means that the test results show overall model fit with data able to reflect reality and phenomena in the field.

Path Coefficient Test

Remuneration and recognition have an influence on work engagement in increasing the workload of lecturers through path coefficient test can be seen in the results of data processing which is shown in the following figure 3:
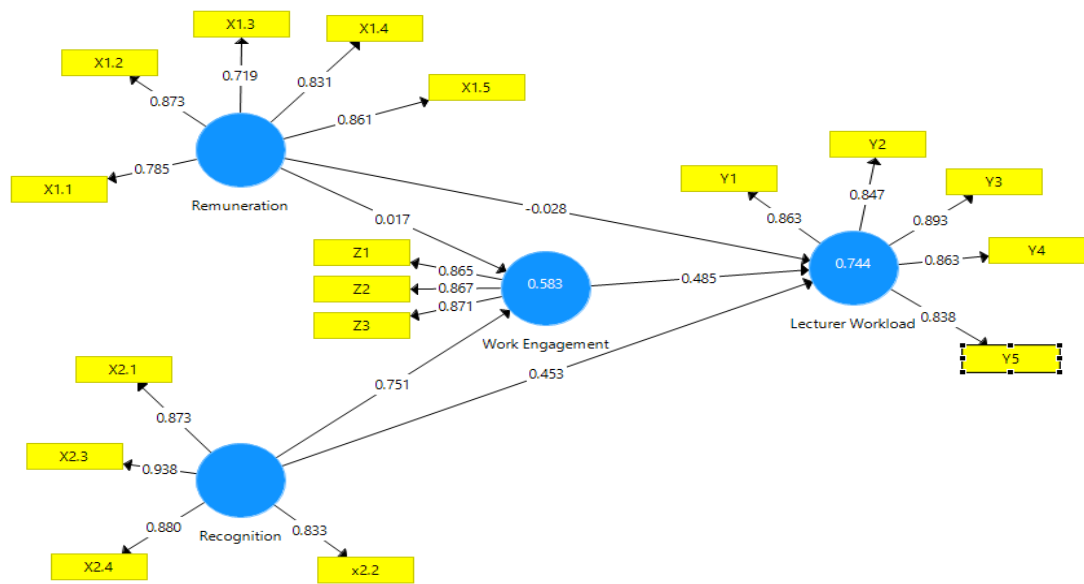

Figure 3 The remuneration and recognition in influencing work engagement to improve lecturers' workload

Source: processed for research (2022)

The remuneration variable measured through 5 (five) dimensions: merit, fair, equitable, competitive and transparent system, from data processing it can be seen that the most dominant dimensions to the smallest affect remuneration is fair (X2), transparent (X5), competitive (X4), merit system (X1) and feasible (X3). It means that in determining the remuneration of

lecturers at Jambi University implement justice in terms of the duties and responsibilities of lecturers, openness of determination of remuneration conditions what lecturers need to know and understand, competency requirements possessed by employees in doing their job, with income determination evaluated and assessed refers to the performance appraisal parameters with minimal restrictions meet the needs of a decent life.

The recognition variables measured through 4 (four) dimensions: personal recognition, achievement recognition, work performance recognition, and recognition of dedication. The results of data processing show that the most dominant dimensions to the smallest affect recognition is recognition of work performance (X2.3), dedication recognition (X2.4), personal recognition (X2.1) and recognition of achievement (X2.2). This means that in determining the recognition of lecturers at the University of Jambi implement process recognition and job qualifications, commitment acknowledgment, loyalty and work effort, ability recognition and unique needs, and recognition of lecturers' work achievements at Jambi University.

The lecturer's workload variable measured through 5 (five) dimensions; education and teaching, research and development of science, community service, institutional management management, improving the quality of student activities. The results of data processing show that the most dominant dimension to the smallest affect the workload of lecturers is community service (Y3), education and teaching (Y1), institutional management (Y4), research and development (Y2) and improving the quality of student activities (Y5). It means that the lecturer's workload implemented through service activities, change, community support, communication skills, cooperation ability. creative endeavor, impact of change, discipline, exemplary, openness to criticism. implementation of activities, institutional support, self control, responsibility, firmness in principle. publication of scientific papers, meaning and use, innovative venture, consistency and work targets and improving the quality of student activities through activities, interaction and benefits of activities.

The work engagement variable measured through 3 (three) dimensions; vigor aspect, aspect of dedication and absorption aspects. The results of data processing show that the most dominant dimension to the smallest affect lecturer performance engagement is the absorption aspect (Z3), aspect of dedication (Z2) and Aspect vigor (Z1). It means that the lecturer's work engagement at Jambi University due to concentration and deep interest in work, enthusiastic, inspiration, pride and challenging at work, and have power and mental resilience at work as a lecturer at Jambi University. Path coefficient value of remuneration variable to the lecturer's workload has a negative relationship that is equal to -0.028, path coefficient of the recognition variable to the lecturer's workload has a relationship that is equal to 0.453, path coefficient of remuneration variable to work engagement have a relationship that is equal to 0.017 and recognition to

performance engagement have a relationship that is equal to 0.751, and performance engagement variables to the lecturer's workload have a relationship that is equal to 0.485.

Hypothesis test

The results of hypothesis testing can be seen in the results of data processing as shown in the following table 5:

Table 5 Hypothesis testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Remuneration -> Lecturer's Workload	-0.028	-0.029	0.085	0.323	0.747
Recognition -> Lecturer'sWorkload	0.453	0.450	0.072	6.292	0.000
Remuneration -> Work Engagement	0.017	0.036	0.129	0.134	0.894
Remuneration -> Work Engagement -> Lecturer's Workload	0.008	0.021	0.065	0.129	0.897
Recognition -> Work Engagement	0.751	0.742	0.122	6.165	0.000
Work Engagement -> Lecturer's Workload	0.485	0.492	0.067	7.225	0.000
Recognition -> Work Engagement -> Lecturer's Workload	0.364	0.363	0.071	5.165	0.000

Source: processed for research (2022)

H1: Remuneration has no effect to the lecturer's workload, can be said that remuneration cannot increase the workload of lecturers. The results of this study reject proposed hypothesis that remuneration has an effect to the lecturer's workload

H2: Recognition has an effect to the lecturer's workload, can be said that recognition can increase the lecturer's workload. The results of this study accept proposed hypothesis that recognition has an influence to the lecturer's workload

H3: Remuneration has no effect to work engagement, can be said that

remuneration cannot increase lecturer's work engagement. The results of this study reject proposed hypothesis that remuneration has an effect to work engagement

H4: Remuneration has no effect to work engagement in improving lecturer's workload, can be said that work engagement is not the effect of remuneration in increasing lecturer's workload. The results of this study reject .proposed hypothesis that remuneration has an effect to work engagement in improving lecturer's workload.

H5: Recognition has an effect to lecturer's work engagement, can be said that recognition can increase lecturer's work engagement. The results of this study accept proposed hypothesis that recognition has an effect to work engagement.

H6: Work engagement has an effect to the lecturer's workload, can be said that work engagement has an effect to the lecturer's workload. The results of this study accept proposed hypothesis that work engagement has an influence to the lecturer's workload.

H7: Recognition has an effect to work engagement in improving lecturer's workload, can be said that work engagement is an effect of recognition in improving lecturer's workload. The results of this study accept proposed hypothesis that recognition has an effect to the work engagement in improving lecturer's workload.

Discussion

Remuneration has no direct effect or indirectly on lecturer work engagement in improving lecturer workload remuneration through merit system determines earnings through evaluation and assessments that refer to performance parameters, fair considering the side of the task and responsibility, feasible at the minimum limit fulfillment of the necessities of life, Competitiveness is a competency requirement owned by the lecturer in doing his job and transparency is openness determination of remuneration conditions what to know and understood by the lecturer unable to influence lecturer work engagement. So that the lecturer's work engagement on the aspect of vigor that the lecturer is always excited and full of energy at work, and lecturers feel that work done full of purpose and meaning highly implemented. Aspect of dedication through work as a lecturer giving inspiration and always happy when working intensely highly implemented. absorption aspect; lecturer concentrate and full of interest deep in work and lecturers work for a long time, so mentally feel very strong at work not the effect of remuneration. Direct remuneration is also not able increase the workload of lecturers. Lecturer's workload which consists of educational and teaching activities, research activities, community service, institutional management management, and improving the quality of student activities cannot be increased by remuneration. This research supports research conducted by Hatimah & Lukito (2018) that remuneration has a negative effect and not significant to the performance of lecturers.

Recognition has a direct effect or indirectly to the work engagement of lecturers in increasing the workload of lecturers. Personal recognition as an individual who is treated with respect and dignified assigned tasks according to their capacity. Work achievement recognition that are noticed and valued by the institution. Recognition of work performance on competence and professional qualifications in carrying out their work. Recognition of dedication through the commitment of lecturers in improving performance and high loyalty for his dedication, able to increase the work engagement of

lecturers. So that the lecturer's work engagement looks always enthusiastic and full of energy at work, the lecturer feels that the work done full of purpose and meaning, lecturer inspires and lecturers are always happy when they work intensely and lecturers concentrate and full of deep interest in work, the teacher works for a long time, so mentally feel very strong at work is the effect of recognition.

Direct recognition can improve lecturer's workload. The workload can be increased by a lecturer through activities education and teaching. Lecturers are able to provide teaching through creativity, discipline, exemplary, and openness. Lecturer research activities are improved through publication as an outcome of research, so as to improve performance through the development of science, through innovative endeavors, consistency in work targets. Lecturer activities through the implementation of community service with the spread of knowledge and technology so as to be able to create independent community groups. The workload of lecturers is also implemented in institutional management management, that is, through self-control, responsibility and firmness in principle in managing institutions, this activity is a lecturer's support towards college. Activities that can improve lecturer workload the last is improving the quality of student activities through the role of the lecturer aimed at improving the quality of students in the interaction between lecturers and students so that it can provide benefits in improving the quality of each activity.

Lecturer's work engagement which can be seen from the spirit and energy at work, the feeling that the work is done full of purpose and meaning, lecturer inspires and feel happy when working and lecturers always concentrate and full of deep interest in work and can work for long periods of time, so mentally feel very tough at work can increase the workload of lecturers, where educational and teaching activities, research and development of science, community service, institutional management and improving the quality of student activities increasing. This research supports research conducted by Asaari, Desa, & Subramaniam (2019) Sandrin et al., (2019) Bradler, Dur, Neckermann, & Non (2016) Mazzetti, Vignoli, Schaufeli, & Guglielmi (2017), Wang, Zhu, Dormann, Song, & Bakker (2020) Anwar & Qadir, (2017), Rai, Ghosh, Chauhan, & Singh (2018) dan Lartey (2021).

Conclusion

Remuneration has no effect either directly or indirectly to work engagement in improving lecturer's workload. Recognition has an effect either directly or indirectly to work engagement in improving lecturer's workload. Work engagement has an effect directly to lecturer's workload.

Suggestions

Implementation of remuneration in influencing work engagement unable to improve lecturer workload, then we need strong management practices in implementing remuneration so that it can be perceived like recognition capable of creating prosperity and strong

attachment in carrying out obligations as a lecturer. Further research still need to test what is the role of remuneration in improving the welfare of life with the work environment which is very complex. It is very necessary to strengthen theory development in human resource management studies.

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