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# Remuneration, Organizational Commitment, and Job Satisfaction: The Effects on Lecturer Performance A Study at UPN Veteran Jawa Timur

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## Abstract

Tri Dharma Perguruan Tinggi (Three Pillars of Higher Education) is an obligatory outline that must be obeyed by lecturer as an academician in university range in Indonesia. The lecturer is not only charged on three main duties, but the lecturer is also assigned to handle a variety of other supporting activities, therefore the lecturer profession may have a high work complexity and enable the decrease of performance level periodically. One of strategies to improve the lecturer performance is to set up remuneration to them each semester. Based on the survey conducted at University of Pembangunan Nasional Veteran, East Java which has involved about 210 lecturers as the research samples and adopted quantitative method by using SmartPLS refers that remuneration and job satisfaction can affect lecturer performance, while organizational commitment is not proven to affect the lecturer performance. Furthermore, the job satisfaction mediates a relation between remuneration and performance, but the commitment does not refer as a mediation variable between remuneration and performance.

**Keywords:** Remuneration, Job Satisfaction, Organizational Commitment, Lecturer Performance

## 1. Introduction

Recently, world encounters a global competitiveness which has demanded the human resource quality which is able to face and settle free trade among countries. The high quality of human resource refers to the individual who is able to create comparative, competitive, generative, and innovative value by utilizing the energy resources such as intelligence, creativity, and imagination. One of attempt that can be managed by a country to face the global competitiveness is through educational system, which the education is the eminent key of economic welfare and human resource development, because it is closely related to the quality of labor force in a country (Marquez-Ramos dan Mourell, 2019). The rise of various empirical evidences which have pointed to a positive correlation of education to the economic growth, finally urge many countries to focus improving their educational quality, particularly at the level of university in order to produce competent graduates, through lecturer support who are qualified as educator staffs.

Practically, university performance highly depends on performance quality of lecturers and education staffs. Hence, within the university management, it needs a good regulation, either in the development or improvement of employee work performance. Generally, the university has characteristic and operational similarity as other business companies. There are a lot of parties who should obtain special concern, so the purposes are carried out comprehensively. The most significant challenge faced by public entity is about “pay for performance” system, which almost all developing countries have practiced this system nowadays (Weibel et al., 2010). In Indonesia, “pay for performance” system is commonly known as remuneration term, especially for the employees who work at public sector. The remuneration is a general term which illustrates compensation in forms of wage, allowance, incentive, and facility received by employees for their service or work. Moreover, empirical support from preliminary studies which have claimed that remuneration system can improve efficiency of public sector (Weibel et al., 2010) increase employee motivation (Blašková and Blaško, 2014), and develop employee performance (Calvin, 2017) and affect lecturer motivation and satisfaction (Kustini and Purwanto, 2020).

This research is an advanced study from previous studies. Based on the first year research finding which has focused to identify the complexity of remuneration effect on motivation, job satisfaction, and lecturer performance and found different result from the majority of research findings, it is known that the remuneration is actually not significant in influencing lecturer performance (Kustini and Purwanto, 2020) This result is supported by an assumption that even though remuneration has implemented aspects of worthiness, balance, and justice, this condition will not build a good lecturer performance without any psychological desire from the lecturer to develop their selves. Second, the relevance of job satisfaction can affect lecturer work performance and motivation.

The work performance is a crucial aspect in the scope of organization, thus many organizations have competed to arrange a comprehensive and smart scheme to improve the employee performance. The empirical support has been many given, for instance, the remuneration which is claimed to have a positive consequence within the scopes of business and performance management, either in private or public sector. The achievement of university is usually determined by the high accountability of lecturer work performance and their competence to perform tasks as academic community in its relation to Tri Dharma Perguruan Tinggi. Three functions of lecturer in Universitas Tri Dharma are Teaching, Research, and Community Development (Amiruddin et al., 2021). Further, the lecturer credibility is not only determined by commitment to do their main task, but it is also determined by lecturer ability to do scientific work publication, it is attempted as one of strategies to develop their self-competence (Sukirno and Siengthai, 2011). Although in practice, a high work complexity and demand of lecturer very likely to cause boredom and performance decrease, thus, the factors that can affect them to produce scientific work certainly requires a commitment.

### *1.1. Statement of problem*

Survey result conducted at UPN Veteran East Java, it is found that the gain of research and community service has decreased. The total of research publications which have involved lecturer cooperation at UPN Veteran, East Java and external parties (government program, cross-university lecturer, lecturer and student, and international affiliation) or conducted independently in 2018 was about 99 researches, in 2019, it increased up to 106 researches, but then decreased drastically into 84 researches in last 2020. On the other hand, the similar thing happens to the total of community service publication which has been done by lecturer at UPN Veteran East Java either through cooperation of government program of independent publication, in 2018 there were about 15 publications, in 2019 decreased drastically into 4 publications, and in 2020 decreased into 3 publication (LPPM, UPN Veteran East Java).

This problem can be a serious concern if the similar thing occurs continuously. The low number of research in the form of domestic publication is indeed a hot issue in Indonesia; this condition is regarded as imbalance to the number of lecturers in all domestic universities. The low lecturer involvement in research and community service publication is not only risky to the university credibility, but this issue will also affect lecturer professionalism to do their role as academic community, especially at UPN Veteran East Java. Therefore, in this advanced research, the researchers will reinvestigate the relationship of remuneration, lecturer commitment, motivation, and work performance in order to see the interrelation of those issues, so it can solve the problems.

## 1.2. Empirical Literature

The investigation on lecturer commitment at university domain has attracted quite a lot of public, educator, and stakeholder attention in the education field. Since, the organizational commitment has a crucial role in its relation to the achievement of organizational aim in certain period of time (Alamelu et al., 2015). The lecturer with a high organizational commitment is claimed to be able to contribute to resulting superior performance. This is certainly the purpose for stakeholders on university scale, so they can have employees with a high level of commitment. The factors that can affect employee commitment will be a focus highlight of this research, one of them is delivered through remuneration. There are many research findings that have shown a correlation between remuneration and organizational commitment, as in the research done by Anggraini et al., (2019) which has asserted that the remuneration system can motivate individuals to have a high commitment to work, obey rules, build a solid teamwork, show performance expected by the organization, and encourage employee motivation to participate within the organization and achieve mutual goals. On other hand, the remuneration is proven to have a positive relationship with individual satisfaction. According to Anggraini et al., (2019), the aim of remuneration is basically to give motivation and value of justice for every employee, so they can have a healthy competition and show an optimal performance also build a good image for the organization. Moreover, if the employees are satisfied, they will show readiness to be present, active, and survive in their work and organization. The lecturer with a good quality performance is highly needed by an institution or university in improving academic quality. When the lecturers find satisfaction in work, they tend performing and accomplishing tasks with all their capabilities. However, Fozia and Ali (2016) in their research have highlighted that although remuneration certainly has a correlation with job satisfaction; it is not the one and only determinant which can influence individual job satisfaction. Basically, remuneration policy at university is a form of management responsibility to provide reward in extra amount of income. A lot of empirical evidences have explained that remuneration has effects lecturer performance, as stated in previous researches by Calvin (2017), Agustiningih et al., (2017) and Rheny et al., (2021). In the research written by (Agustiningih et al., 2017) it has stated that the remuneration can significantly affect employee performance at tax directorate office which both of them have negative properties. On the ideal condition, remuneration can be a tool that is used by the organization to motivate employee, but based on this case study, it has been known that the remuneration can affect negatively, since the employees do not work according to the responsibility, but according to remuneration amount given by the organization. Thus, the remuneration is valued as negative, because it may raise employees' attitude.

The studies which define a positive relationship between organizational commitment and work performance (Hasanah and Madiistriyanto, 2020), Job Satisfaction and work performance have contributed a lot of critical ideas and suggestions for university management, proven by research Theresia et al., (2018) and Hanafiah et al., (2020). Lecturer with a good quality performance is highly needed by a college institution to improve student academic quality. Two indicators that can affect lecturer performance are organizational commitment and job satisfaction felt by the lecturers. Many directors have assumed that organizational aim cannot be achieved when organizational commitment is not strongly embedded in the employees. Inasmuch as, the organizational commitment will boost individual to act and behave positively, have discipline in work, obey organizational policies and rules build a good relationship with coworkers, and improve work achievement (Anggraini et al., 2019). Similar thing is also claimed when the organizational has satisfied employee it can be an advantage for the organizational. In a college, the lecturer job satisfaction is the most significant and essential aspect for improvement and effectiveness of college system. In many developing countries, the educator staffs may get mired in bureaucracy and centralized system that do not support effective performance of lecturer or career advancement (Thi Lien, 2017). To put in another word, the job satisfaction of lecturers as the educator staff, when they are not satisfied with their profession, they will not be able to show the best performance and give contribution at the university where they work, thus, the job satisfaction is said as an inseparable aspect which affects lecturer performance.

## 2. Method

This research used quantitative research method and SmartPLS software 3rd version to analyze the data. The research population was taken from lecturers who were working at University of Pembangunan Nasional Veteran

East Java. There were about 210 research samples that were acquired by adopting convenience sampling technique. Each respondent of research was asked to answer the research questionnaire through two techniques. First, direct field survey in order to get the answer through interview in order to obtain further information needed as the completeness of research information. Second, to support the more optimal data collection, some data was distributed online (google form) to all lecturer networks across faculties at the university. The questionnaire is distributed for 30 days.

This study uses the exogenous variabel of lecturer performance, which is influenced by endogen variable such as remuneration, organizational commitment and job satisfaction. Below is the hypothesis of the research :

H1 : Remuneration significantly affects organizational commitmen

H2 : Remuneration significantly affects job satisfaction

H3 : Organizational Commitment significantly affects lecturer performance

H4 : Job satisfaction significantly affects lecturer performance

H5 : Job satisfaction significantly affects lecturer performance

H6 : Organizational Commitment moderates the relation between remuneration and lecturer performance

H7 : Job Satisfaction moderates the relation between remuneration and lecturer performance

### 3. Results

Based on the result of data tabulation, the majority of research respondents were female. The most dominant functional positions were lecturers with educational status of master degree and more than 10 years of work period. The respondents were spread from seven different faculties at the university. To measure the validity and reliability of each research variable in supporting this research credibility, the researchers did the test by using Average Variance Extracted (AVE, Cronbach's Alpha and rho\_A), as illustrated in this following Tabel 1

Table 1: Validity Test by Using Cronbach's Alpha, rho\_A, Average Variance Extracted and Reliability Test by Using Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction	0,919	0,931	0,932	0,580
Lecturer Performance	0,923	0,932	0,932	0,478
Organizational Commitment	0,761	0,781	0,848	0,585
Remuneration	0,871	0,881	0,906	0,657

The Table 1 illustrated that the result of AVE testing for all variables has shown the value more than 0,5, while the result of Cronbach's Alpha and rho\_A testing of all variables has shown the value more than 0,7. Then, overall variable in this research could be stated to have a good validity. Meanwhile, to measure construct reliability through composite reliability value, the result of Composite Reliability testing has shown that all variables have composite reliability value more than 0,70, thus it was indicated that all variables in this research were reliable. In other hand, the testing process on structural model was also conducted to identify R-square value which in this context was referred to goodness-fit model test. R2 value would define the size of exogenous (independent) variable on the model could explain the endogenous (dependent) variable, as ilustrated in this following Tabel 2.

Table 2: R-square

	R Square
Job Satisfaction	0,144
Organizational Commitment	0,553
Lecturer Performance	0,618

Based on the figure 2, this research referred that R2 value for job satisfaction variable was about 0,144, it was interpreted that this model was able to explain job satisfaction phenomenon that was influenced by remuneration variable in approximately 14,1%, while the rest 85,6% was explained by the other variables. Next R2 value for organizational commitment variable was about 0,553, this was interpreted that the model was able to explain organizational commitment phenomenon which was affected by remuneration and job satisfaction variables in approximately 55,3%, while the rest 44,7% was explained by the other variables. Further, R2 value for lecturer performance variable was about 0,618, this was interpreted that the model was able to explain lecturer performance phenomenon which was affected by remuneration, motivation, and job satisfaction variables in approximately 61,8%, while the rest 38,2% was explained by the other variables out of this recent research. Additionally, in this research, Q2 value or Goodness of Fit Model was about  $Q2 = 1 - (1 - 0,144) * (1 - 0,553) * (1 - 0,618) = 0,8538$ . The closer to 1, the model would be better, thus, it was said that this research model has fulfilled predictive relevance.

#### 4. Discussion

##### 4.1. Remuneration and Organizational Commitment

Based on the research finding, it was referred that the remuneration could affect positively and significantly on organizational commitment. The researchers have found that the item with the highest value was the conformity between remuneration and position assigned by the lecturer. Thus, the hypothesis 1 is confirmed. Actually, reward or remuneration system received by the lecturer has facilitated lecturer needs in its relation to their functional position and lecturer role in implementing Tri Dharma idea, so it could arouse attachment from each lecturer to be the part of organization. The previous research written by Anggraini et al., (2019) has supported this idea, they have argued that the implementation of remuneration system for employee was intended so all stakeholders of organization could increase their professionalism and performance, which in its turn could improve public service performance. The aims of remuneration system practice were aimed to motivate the employee to have a high work commitment by obeying all rules and laws, build a solid teamwork, show performance expected by the organization, and boost employee motivation to create a sustainable organizational commitment. This relevance based on research results can confirm the existing theory

##### 4.2. Remuneration and Job Satisfaction

Based on this research result, it was indicated that the remuneration could significantly affect job satisfaction. Thus, the hypothesis 2 is confirmed. When the remuneration received by lecturer has already fulfilled justice and need, the remuneration would not only affect lecturer commitment to get attached emotionally to the university, but also boost lecturer satisfaction at work. At the same time, it has reinforced the previous research result by Apriani et al., (2019). Moreover, the researchers found that lecture at UPN Veteran Jatim has a good performance, it is proven by highest loading for public services. It means, that until the research takes place, the remuneration received is proven to be able to meet the expectations of the lecturers there. Furthermore, job satisfaction is individual and dynamic (Wibowo et al., 2014), high job satisfaction depends on the real conditions of the employee between what is obtained and what is expected. It is not impossible that the results of lecturer satisfaction will decrease when future research is carried out

##### 4.3. Remuneration and Lecturer Performance

Based on the result of data analysis, the consequence of remuneration framework was proven to have significant effects in predicting lecturer performance. Thus, hypothesis 3 confirmed. This result was also in line with the previous research done by Anggraini et al., (2019) in their research that the remuneration received by lecturer could be a significant indicator to stimulate lecturer performance.

#### 4.4. Organizational Commitment and Lecturer Performance

The interesting result has been found in this research that the organizational commitment could affect positively but not significantly on lecturer performance at the university. Thus, hypothesis 4 rejected. This result was referred that if the higher level of organizational commitment owned by the lecturer was not necessarily followed by performance increase of lecturers at UPN Veteran East Java. In fact, this finding was not the first time, previously, some researchers as Hidayati and Rahmawati (2016) have confirmed the similar finding. This condition was very possible to occur in the organization, as the consequence of either external or internal factors felt by the lecturer as organizational member. The rise of this problem was possible to occur as the result of reward and punishment system which were not working properly, the lecturers who were not proud of their organization, or the lecturers have another option of side job besides the lecturer profession or reversely they did not have any option or other job, therefore they only did the tasks given without offering more efforts for the sake of organization growth and interest. Future researchers may be able to fill in the gaps in this study's findings by looking into the relationship between organizational commitment and lecture performance.

#### 4.5. Job Satisfaction and Lecturer Performance

The positive consequence of job satisfaction and performance have been studied for a long time, likewise this research result has also confirmed the consistency of relationship between both of aspects, which the lecturer job satisfaction could positively affect lecturer performance at the university. Thus, hypothesis 5 confirmed. This result was in line with the previous research done by Hanafiah et al., (2020) which has said the interrelation between job satisfaction and performance of lecturers at private university. However, it should be emphasized that the lecturer performance was a multi-dimensional construct which included many influential factors, thus the low employee performance was not always based on their dissatisfaction, but it might come from remuneration received and lecturer motivation (Nasution et al., 2019).

#### 4.6. Moderation of Organizational Commitment in the Effects of Remuneration on Lecturer Performance

Based on the research result, it was indicated that the organizational commitment was not significant to moderate the relationship between remuneration and lecturer performance at UPN Veteran East Java. Thus, hypothesis 6 rejected. In this case, the variable of organizational commitment was not the one and only moderation which related remuneration and lecturer performance. But, there were other moderation factors. This was likely possible to occur, regarding to many significant elements that have contribution in improving lecturer performance, such as motivation, competence, career planning, leadership style, and many other elements. As in the previous research written by Islamiyah (2019) which has stated that the employee could keep working on the basis of responsibility and empathy, not for the sake of organizational interest. Inasmuch as, many research results have found the inconsistency between organizational commitment and individual performance. Next, many researchers have emphasized that the organizational commitment was dynamic; it was referred that the organizational commitment of every individual could change overtime. The employees might not have bonded psychologically to the organization in the beginning of their career, but it did not mean that they would not have commitment to the organization after a long time of work in the organization.

#### 4.7. Moderation of Job Satisfaction in the Effects of Remuneration on Lecturer Performance

Based on the research finding, it was known that the job satisfaction could significantly affect the relationship between remuneration and lecturer performance at UPN Veteran East Java. Thus, hypothesis 7 confirmed. It was indicated that the satisfaction factor could be an effective moderator in this case, essentially, every individual who worker would definitely expect satisfaction from the workplace. This satisfaction was relative and subjective, which it was referred that every individual has satisfaction level and this satisfaction might be increased due to the individual need. Islam and Purnamasari (2019) in their article have explained another perspective which the researcher with economic psychology background argued that the practice of remuneration scheme relating to performance at a public sector could ruin individual performance when it was faced to job satisfaction. Moreover, the job satisfaction was also affected by other variables outside of remuneration. Hence, they have inserted job

satisfaction as an important moderator of remuneration effect on employee performance. In sum, the lecturer job satisfaction could be an antecedent of other kinds of behavior that led to the improvement of lecturer performance at university environment.

## 5. Conclusion

In this research, the researchers have proven that the remuneration could be a crucial factor which has effects on lecturer job satisfaction, commitment, and performance at the university. Therefore, in the implementation of remuneration system, it needed a proper consideration, so it could improve the university performance in general. The lecturer played an important role in the success of university, the role and presence of lecturer needed to get a special concern, especially for the things that could increase their commitment. Further, this research finding has proven that the lecturer commitment at UPN Veteran East Java did not affect their performance, this finding referred that the commitment of lecturers at this time is solely because of their profession as lecturers who have to implement Tri Dharma Perguruan Tinggi in order to fulfill lecturer workload. Meanwhile, based on the result of data analysis, the most dominant organizational commitment indicator data were more on individual commitments, by regarding the commitment on the basis of pride to the institution.

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