

The Influence of Motivation, Organizational Commitment And Work Environment Toward Work Satisfaction And Performance Of private Universities' lecturer in Ambon City

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Abstract: The purpose of this study is to analyze the influence of motivation, organizational commitment and work environment toward job satisfaction, to analyze the influence of motivation, organizational commitment and work environment on lecturer performance, to analyze the influence of job satisfaction on lecturer performance, and to analyze the influence of motivation, organizational commitment and work environment toward worksatisfaction on lecturer's performance at private universities in Ambon City. The population in this research is permanent lecturer at six private universities in Ambon city, amounting to 226 lecturers, and sample determination by using Slovin formula and for sample proportional used fraction sample formula. The sample used in this study was 140 respondents. The analysis model used in this research was descriptive quantitative and Structural Equation Model (SEM) using AMOS 21 program. The results of this study found that motivation has directly positive and significant effect on job satisfaction lecturers. Organizational Commitment has directly positive and significant effect to the lecturer's job satisfaction. Work environment has directly positive and significant effect on the job satisfaction of lecturers. Motivation has directly positive and insignificant effect on lecturer performance. Organizational commitment has directly positive and significant effect on lecturer's performance. Work environment has directly positive and significant effect on lecturer performance. Motivation through Job Satisfaction has indirectly positive and significant effect on lecturer's performance. Organizational Commitment through Job Satisfaction has indirectly positive and significant effect on Lecturer's performance and Work Environment through Job Satisfaction has indirectly positive and insignificant effect on lecturer's performance.

Keywords: Motivation, Organizational Commitment, Work Environment, Job Satisfaction and Performance

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I. Introduction

Globalization era currently marked by a very sharp and tight competition, where every organization seeks and competes in the competition to achieve the best, by organizing the entire system so that it can play its role. In increasing competition, all capabilities are deployed both from the structuring of methods and employment strategies, human resources, the addition of equipment and the improvement of the employees' fate.

Human resources are believed by many as an important asset to the organization, because the success of an organization depends on how the organization manages its employees. Human resources as the main organizers are expected to be able to bring the organization to survive. It is necessary to manage human resources that not only recognize the importance of efficiency and effectiveness of work, but must also recognize the importance of the value of employees. Competitive and qualified human resource requires every worker to be highly motivated to work, so that the worker is able to carry out the work in a vibrant and dedicated manner wherever it works. The concept of human resource demands is focusing on how to motivate people to cooperate humanely which emphasizes the pleasant environment to work, in the sense of creating a working environment with good conditions, and sympathetic and also motivate workers to work hard so it can affect the increase in satisfaction work, which will ultimately affect the performance. With the implementation of the ASEAN Economic Community (MEA) today, universities in Indonesia are required to compete with universities from ASEAN member countries through quality improvement. One of the requirements to be a qualified university, with the achievement of World Class University (WCU) as a parameter, is 40 percent of lecturers with doctorate and each lecturer publishes two articles in international journals per year. Universities in Indonesia, especially Private Universities, are required to improve the quality of lecturers in connection with Tridharma (The three basic principles of Higher Education). Here the role of each lecturer plays an important role in improving its performance in accordance with its contribution to "Higher Education TriDharma" which covered the performance of lecturers in the value of the amount of contribution in conducting activities in the

field of education, research and community service. This is related to Law number 20 year 2002 on National Education System which support the lecturer's performance evaluation as the actualization of the application of Higher Education Tri Dharma. Lecturer's performance is determined on Tridharma of Higher Education in education, research and community service when associated with the condition of rill in the PTS in the city of Ambon in fact the performance of lecturers is still low. This indicates that the assessment of the performance of university lecturers in the city of Ambon has decreased and has not met the target that is at least 80%. This can be seen from the last five years from the field of education fluctuated and tend to decrease where in 2012 amounted to 33.32% in 2013 did not change that is equal to 33.32% in 2014, decreased by 33.25 % , 2015 to 33.33% and in 2016 decreased to 33.32%. It can be seen that the lecturers whose have doctoral title is still small (18 people) and Bachelor's degree is still a lot (75 people). For the field of research in 2012 of 42.32%, in 2013 decreased by 41.55%, in 2014 by 40.75%, by 2015 by 39.17% and in 2016 by 38.93% where the ability of lecturers to conduct research and publishing scientific journals both nationally and internationally in each year has decreased. The field of community service is seen in 2012 of 47.08%, in 2013 decreased by 44.14%, and decreased in 2014 by 43.12%, by 2015 by 40.55% and in 2016 experienced a decrease of 40.26%, this means dedication to the community by lecturers in the form of counseling or lecture, the development of education and research results used by the community and writing the work of dedication to the community still needs to be improved.

II. Literature Review

2.1 Motivation

Basically, motivation is a good impulse in a person or from outside or from the environment that can affect a person's behavior in carrying out its activities, and when associated with the work undertaken by someone then the purpose of providing motivation in the work so that workers more effective and efficient. The need of hierarchy theory of Abraham Maslow according to Robbins (2006: 214) consists of: 1. Physiological needs (need-security) 2. Safety-need 3. Social needs (need) 4. Esteem-need. Self-actualization need The ERG Motivation Theory. Alderfer in Siagian (2006: 289) reveals a need theory called ERG theory, the three groups of theoretical needs are: a. Existence b. Relatedness (Attachment) c. Growth McClelland's motivational theory in Robbins (2006: 222). McClelland's Motivation Theory Fatters his theory of Mc. Clelland's Achievement Motivation Theory or McClelland's Outstanding Motivation Theory. This theory argues that employees have potential energy reserves. How energy is released and used depends on the strength of one's motivational drive and the available situations and opportunities. Energy will be exploited by the employee because of encouragement by: (1) the strength of the basic motive and strength involved, (2) the expectation of success, and (3) the incentive value attached to the goal.

2.2 Organizational Commitment

Commitment is a condition of positive behavior through firmness of orientation in the organization of the workplace. According to Gimbart (2008: 520) organizational commitment is an emerging commitment not a passive loyalty, but involves an active relationship with the organization of work (organization commitment, a commitment to active loyalty, but to participate of active relation with organization) Luthans (2005: 64) defines the organizational commitment as the realization of the totality of the allegiance of individual identity with the organization. While Norman (2006: 136) views organizational commitment as one of the totality of loyalty values for the organization. Allen and Meyer (2009: 18) distinguish the organization's commitment to the three components of Affective Commitment, Normative Commitment, and Continuance Commitment. a. Affective Commitment is a commitment related to emotional, identification, and involvement within the organization. Individuals with high Affective components do not break away from the organization because of their desire to remain tied to the organization. The key to this commitment is employees stay because they want to. b. Normative Commitment is an individual's belief about the obligation to contribute to the organization. Individuals must carry out their work to achieve the goals set by the organization. Have the term employees stay because they have to. c. Continuance Commitment is a rational commitment that is formed on the basis of the consideration of the profit and loss faced by individuals when faced with the decision to remain in the organization (employees stay because they feel they ought to). The view of organizational commitment Allen and Meyer, then refined back by Smith and Meyer (2009: 105) that organizational commitment is the totality of behavior in fulfilling and maintaining the realization of organizational goals. Elements of organizational commitment according to Smith and Meyer (2009: 105) there are four namely: a. Affective commitment is a commitment to advance the organization. B. Normative commitment is a commitment to run the rules of the organization. c. Continuance commitment is a commitment that embodies the goals of the organization. d. Perspective commitment is a commitment related to efforts to maintain organizational success.

2.3 Work Environment

Work environment is a place where employees perform daily activities. A conducive working environment provides a sense of security and enables employees to work optimally. According to Bambang (1991: 122) work environment is one factor that affects the performance of an employee. According to Robbins (2003: 86) environment is the institutions or forces outside the potential to affect the performance of the organization, the environment is formulated into two namely the general environment and special environment. According to Basuki and Susilowati (2005: 40) the work environment is anything that is in the environment that can affect either directly or indirectly a person or group of people in carrying out its activities. According to Anwar Prabu Mangkunegara (2005: 17) the work environment in question include clear job descriptions, challenging job targets, effective working communication patterns, working climate and relatively adequate working facilities. Alex S. NitiseMITO (1992: 183) states that the work environment is everything that is around the workers and that can affect him in carrying out the tasks charged. Indicators of work environment by NitiseMITO (1992,159) are as follows: 1. Working atmosphere The working atmosphere is a condition that is around employees who are doing work that can affect the implementation of the work itself. This working atmosphere will include workplace, facilities and work aids, cleanliness, lighting, tranquility including also the working relationship between the people in the place. 2. Relationships with colleagues Relationships with colleagues is a relationship with colleagues harmonious and without any mutual intrigue among fellow co-workers. One of the factors that can influence employees to stay in one organization is the harmonious relationship among colleagues. A harmonious and familial relationship is one of the factors that can affect employee performance. 3. Availability of work facilities It is intended that the equipment used to support the smooth running of the complete / up to date. The availability of a complete work facility, although not new is one of the supporting processes in the work.

2.4 Job Satisfaction

In accordance with its nature, human needs are very diverse, both types and levels, even humans have a need that tends to be unlimited. That is, the need always increases from time to time and humans are always trying with the ability to satisfy those needs. Every human being has a different level of satisfaction in accordance with the value system that applies to him. The higher the assessment of the activities perceived in accordance with the wishes of the individual, the higher his satisfaction with the activity. Thus, satisfaction is an evaluation that describes a person for feeling his attitude happy or not happy, satisfied or not satisfied in working. Wexley and Yuki translation Shobaruddin (2005: 160) defines job satisfaction is the way workers feel about their work. Hersey (2007: 47) presented that work satisfaction only manifested if someone runs organizational activities in accordance with the dynamics of work that occurs to generate disclosure of feelings based on the level of assessment of work responsibilities, work progress, achievement, recognition and work itself that provides satisfaction for human resources in work. According to Robbins (2006: 59) job dissatisfaction can be expressed in various ways. For example, in addition to leaving work, complaining, defying, and avoiding some of the job responsibilities. Based on the above theoretical descriptions, which serve as the basis of the theory of job satisfaction is the maintenance theory of Herzberg in Robbins (2006: 59) that one's satisfaction is determined by the maintenance factor of satisfaction and dissatisfaction, interpreted in the form of: a. Responsibility (responsibility), the size of the perceived and given to the workforce. b. Advancement (advancement), the size of the possibility of labor can advance in the work. c. Attachment (achievement), the size of the workforce to achieve high performance. d. Recognition (recognition), the size of the recognition given to the workforce performance. e. Job itself (work itself), the size of the challenge for the workforce of his work

2.5 Performance Concepts

Human resources are very important for an organization in managing, organizing, utilizing employees so that it can function productively for the achievement of goals. According to Mangkunegara (2005: 9) Performance is the result of work achieved by a person in carrying out tasks in accordance with the responsibilities given. Gomes (2008: 12) states that the performance is an achievement of someone in the field of duties that can be accounted for and produce works that benefit the individual and his organization. Performance is a condition that must be known and Smith (1976: 296) cited Mulyasa (2006: 136) argues that performance is "output form processes, whose performance means performance is the result or out of a process Assess performance as one of the many terms used in the study of human resource management science, performance implementation is based on several theories that give substance about the meaning of performance. Theory of results, the theory of purpose of devotion and the theory of optimization of the work. These theories are the underlying theories in understanding the notion of performance. Theory The results proposed by Norton (2006: 66) states that the performance is the actualization of maximum results to achieve organizational goals. This theory provides an understanding that every work achieved is a manifestation of the actualization of individuals or a group of people doing the activities. The goal theory proposed by Warritten (2007: 191) states that performance is a continuous activity in generating goals. That every activity undertaken

in a planned and sustainable manner is basically a manifestation of performance measures to produce goals. Performance can be interpreted as the result of goal actualization.

III. Methods of Research

The approach used in this research is to answer the problems that have been formulated and the objectives to be achieved and test the hypothesis. so that researchers get answers to research questions, are dissected as follows: This research is exploratory research. Judging from the data aspect is ex post facto research. Judging from the purpose of this study is a causal study that seeks to explain the causal relationship of influence of motivation, commitment, work environment to job satisfaction and performance of lecturers of Private Higher Education in Ambon City. The location of the research conducted on the permanent lecturer at private universities located in the city. Data types used in this study are as follows: Quantitative Data, and Qualitative. The data source used in this research is Primary data and secondary data. Population in this research is permanent lecturer at six private universities in Ambon city area amounted to 216 people. The sample is a collection of sampling units selected from a sampling frame. So the number of samples in this study was as many as 140 respondents. Data analysis techniques used in explaining the phenomenon in this study is to use descriptive statistical techniques and analysis of Structural Equation Modeling (SEM) using AMOS program 21.0

IV. Results of Study

Table 1. Hypothesis Testing of Direct and Indirect Effects

HIP	Independent Variabel	Dependent Variabel	Direct Effect			
			Stan-Dardize	CR	p-value	Description
H1	Motivation	Job Satisfaction	0,854	4,943	< 0,001	Significant
H2	Organization Commitment	Job Satisfaction	0,300	2,180	0,031	Significant
H3	Work Environment	Job Satisfaction	0,230	2,023	0,045	Significant
H4	Motivation	Performance Lecture	0,006	0,022	0,983	Not significant
H5	Organization Commitment	Performance Lecture	0,581	2,483	0,013	Significant
H6	Work Environment	Performance Lecture	0,457	2,271	0,023	Significant
H7	Job Satisfaction	Performance Lecture	0,882	3,819	< 0,001	Significant
Indirect Effect						
HIP	Independent Variable	Antara Variable	Dependent Variable	Coefi-sien	P-value	Ket
H8	Motivation	Job Satisfaction	Performance Lecture	0,753	0,003	Significant
H9	Organization Commitment	Job Satisfaction	Performance Lecture	0,265	0,049	Significant
H10	Work Environment	Job Satisfaction	Performance Lecture	0,203	0,074	Notsignificant

From the entire model, there are seven direct paths that are hypothesized, there are six significant paths and one insignificant pathway and between the three indirect paths there are two significant paths and one insignificant lane. The interpretation of Table 21 can be explained as follows: 1. Motivation has a positive and significant effect on job satisfaction with $P = 0.000 < 0.05$ with coefficient value of 0.854, this coefficient indicates that the better motivation someone has, the job satisfaction will also increase .2. Organizational commitment has a positive and significant effect on job satisfaction with $P = 0.031 < 0.05$ with a coefficient value of 0.300, this coefficient indicates that the better the organization's commitment that the job satisfaction is better also.3.Lingkungan work has a positive and significant influence on job satisfaction with $P = 0.045 < 0.05$ with coefficient value of 0.230, this coefficient indicates that the better working environment is perceived then the job satisfaction will also increase. 4. Motivation has positive and insignificant influence on lecturer's performance with $P = 0.983 > 0.05$ with coefficient value of 0.006, this coefficient indicates that high motivation in a lecturer does not directly improve the lecturer's performance. 5. Organizational commitment has a significant and positive influence on lecturer's performance with $P = 0.015 < 0.05$ with a coefficient of 0.581. This means that the better organizational commitment that is owned then the lecturer's performance will also increase. 6. Work environment has a positive and significant influence on lecturer's performance with $P = 0.023 > 0.05$ with coefficient value of 0.457, this coefficient indicates that the better the working environment then the lecturer's performance will also well, 7. Satisfaction work has positive and significant influence on performance of lecturer with $P = 0.001 < 0.05$ with coefficient value of 0.882, this coefficient indicates that the

better job satisfaction of a lecturer then the performance of lecturers will also be increasing.8.Motivasi positive and indirectly affect the performance of lecturers through job satisfaction with coefficients equal to the coefficient of 0.753 and significance of $0.003 < 0.05$. This shows that good motivation encourages the increase of job satisfaction so that the impact on the improvement of lecturer performance.9.Komitmen organizational positive and indirectly affect the performance of lecturers through job satisfaction with coefficient of coefficient of 0.265 and significance of $0.049 < 0.05$. This shows that good organizational commitment encourages increased job satisfaction so that the impact on the performance of lecturers.10.Lingkungan work does not significantly affect the performance of lecturers through job satisfaction. This can be seen from the significance value of $0.074 > 0.05$. This shows that although the work environment that is owned can create job satisfaction of lecturers but it does not affect the increase of lecturer's performance.

V. Discussion

5.1 Motivation

Motivation is a boost from within the self as well as from outside the lecturers to achieve. It is known that the perception of the motivation variable can be interpreted that the respondent gives good value / important, it is seen from the average value of 4.05. This gives an illustration that the respondents understand the motivation that is intended in this study and provide information that in general the motivation of lecturers who become respondents are good. Furthermore, the indicator that has the highest average of the motivation variable is self-actualization indicator that is the opportunity for the lecturer to show the academic achievement with the average value 4.19, it gives an illustration that the permanent lecturer at the Private University in Ambon city view that the actualization owned self is the most important thing will encourage someone to develop creativity and direct all the abilities and energy it has in order to achieve maximum work performance. Lecturers will be enthusiastic for high achievers, provided the possibility for it is given a chance. One realizes that only by achieving high performance can earn a great income. With a large income owned will be able to meet their needs.Subsequent consecutive indicators of compensation are remuneration in the form of incentives appropriate to be accepted by lecturers for teaching activities conducted with mean value 4.15. Communication is the creation of an effective communication relationship for each lecturer to excel with 4.07 averagevalue. Cooperation is the attitude of lecturers to help in achieving teaching achievement with average 3.95 and the lowest is an indicator of awards that is recognition of teaching achievement that is achieved by lecturer with average value 3.90. These results illustrate that the lecturers at the private universities in Ambon City see that the recognition of teaching achievements that lecturers achieve is of little importance to them. Although statistically the role of this award indicator is very small, but in practice the award cannot be ignored, because the rewards of giving incentives in the form of money and not in the form of money in the form of praise, the provision of facilities and the increase of living expenses in addition to all these salaries must be considered will result in better performance.

5.2 Organizational commitment

Organizational commitment is the totality of lecturers' behavior in meeting the applicable provisions in the college where they teach. It is known that the perception of organizational commitment variable can be interpreted that the respondents give good value / important, it is seen from the average value of 4.13. This illustrates that the respondents understood the organizational commitment intended in this study. Furthermore, the indicator that has the highest average of organizational commitment variable is Normative commitment that is the promise / loyalty of lecturers to run the rules of college with the average value of 4.24 it gives an illustration that in general the lecturers remain at Private Higher Education in Ambon City is very concerned about the normative commitment of lecturers loyalty to run the rules of Higher Education because every lecturer still must be obedient to what has been agreed with Higher Education so feel obliged to work seriously, have a commitment not to think out of the organization always develops the value of optimal work and feel inappropriate not to perform. Next Continuing Continuity indicator is the promise / loyalty of lecturers to realize the goals of college with the average value of 4.16, Affective commitment indicator is the promise / loyalty of lecturers to advance the college. with a mean value of 4.12 and the lowest is Perspective commitment indicator that is lecturer's promise / loyalty related to effort to maintain college success with 4.01 average value. This result gives an illustration that although statistically descriptive indicator Perspective commitment has small contribution value to formation of organizational commitment variable but loyalty attitude of lecturer related to effort of maintaining college success need to be noticed by every leader of university. So should always develop yourself, always increase the competence, must create added value and eager and not despair, and learn from the success of others, done. Because as a lecturer should be ready to maintain the success of Higher Education that has been achieved or more improve the achievements that have been obtained for the advancement of Higher Education and Education.

5.3 Work environment

Work environment is everything that is around the workforce and can affect him in carrying out the tasks assigned to him. the work environment can be interpreted that the respondents gave good value / important, it is seen from the average value of 3.72. This illustrates that respondents understand about the work environment that is intended in this study and provide information that in general that the work environment is good. Furthermore, the indicator that has the highest average of the working environment variable is an indicator of working atmosphere is the existing conditions around employees who are doing work that can affect the implementation of the work itself with a mean value of 3.89, this gives a picture that in general permanent lecturers at Private Higher Education in Ambon City are in need of a good working atmosphere where work atmosphere such as workplace, facilities and job aids, cleanliness, lighting, tranquility including also the working relationship between the people in the place because it can grow work morale that at finished can improve performance. Next indicator Availability of work facility It is intended that the equipment used to support the smooth running of work / latest with the average value of 3.71 and the lowest is the indicator Relations with colleagues is a relationship with colleagues harmonious and without each other intrigue among fellow co-workers with a mean value of 3.56. This illustrates that permanent lecturers at private universities in Ambon City are of the view that relationships with colleagues are not very important, it can be seen that the contribution of value is very low, but this indicator is a factor that must be considered because the relationship is harmonious and kinship is one factor that can affect the performance so it must be able to communicate well, the ability to listen to other lecturers, do not picky friends when friends and diligent interaction and mutual respect and avoid the topic that makes this uncomfortable that needs to be developed.

5.5 Job Satisfaction

Job satisfaction is the disclosure of lecturer assumptions to express satisfaction or dissatisfaction over the occupied profession. It is known that the perception of job satisfaction variable can be interpreted that the respondent gives good value / important, it is seen from the average value of 4.03. This gives an illustration that the respondents understand the job satisfaction that is intended in this study and informed that in general the job satisfaction of lecturers who become respondents is good. Furthermore, the indicator that has the highest average value of the job satisfaction variable is the achievement indicator that is the effort of the lecturer to achieve satisfactory achievement with the average value 4,09 it gives an illustration that the permanent lecturer at Private University in Ambon city see that Achievement of achievement is very important and satisfying them because with the achievement of the best result they want from their work as a lecturer in teaching and learning process will give their own satisfaction. Furthermore, followed by indicator Responsibility (responsibility) is the disclosure of satisfaction or dissatisfaction of the lecturer on the mandate profession with the average value 4.08. Indicator Recognition (recognition) is to realize the credibility that boast in the lecturer with the average value 4.06. Indicators The work itself (work itself) is like and love the job as a lecturer with a whole heart with a mean value of 4.4 and indicators that have the lowest average value is Advancement (advancement) is the disclosure of satisfaction or dissatisfaction of lecturers for better progress change with an average value of 3.89. This illustrates that permanent lecturers at private universities in Ambon City see that the satisfaction of better advancement of the teaching and learning process that lecturers achieve is of little importance to them. Although statistically the role of this expectation indicator is very small, but in practice the factor of progress on one's self cannot be ignored, because it will result in better quality and performance so that the university must have continuous lecturers development through various programs. Faculties, departments, and quality assurance institutions in universities should undertake periodic guidance and assessment to find out if all lecturers have met the minimum standards as faculty in college. Advancement opportunities for advancement are achieved during fair promotional policy work, opportunities for personal growth, given responsibilities, social status, opportunities to move forward.

5.6 Lecturer's Performance

Lecturer performance is the result of actualization of potential lecturer development in accordance with the content of Tri Dharma Higher Education. It is known that the perception of the lecturer's performance variable can be interpreted that the respondent gives good value / important, it is seen from the average value of 4.07. This gives an illustration that the respondents understood the performance intended in this study and gave information that in general the performance of lecturers who become respondents are good. Furthermore, the indicator that has the highest average of the lecturer's performance variable is the indicator of community service that is the achievement of the lecturer in performing service activities to the community with the average value of 4.16, this gives an illustration that in general the lecturer remains at the university Private in Ambon City assumes that community service is very important because it is the implementation of science knowledge, technology and cultural art directly to the community and is a noble responsibility in an effort to develop the ability of society

Further indicators. Education and teaching is the achievement of lecturers in conducting educational

and teaching activities with a mean value of 4.05. And indicators that have the lowest average value is a Research indicator is the achievement of lecturers in the field of research, technology and science development knowledge. This suggests that permanent lecturers at private universities in Ambon City are of the opinion that research is not very important because they want to do research if they want to propose academic rank and others is because of financing problems, although the contribution of value is very low, but this indicator is a factor must be considered because it has a very important role in the progress of science and technology. Without research, the development of science and technology will be hampered. This research is not solely for the things that are needed or directly be used by the community at that time, but it must be seen with the projection of the future and a step to find something new, so it needs to be financed well because the research for the lecturer is to developing teaching materials, supporting community service and improving campus reputation.

VI. Conclusion

Based on the analysis of the results of research and discussion, it is concluded as follows: 1. Motivation directly influences positively and significant to the lecturer's job satisfaction, this means the actualization, reward, cooperation, communication and positive compensation for motivation and significant to job satisfaction. 2. Organizational commitment directly influence a positive and significant to the job satisfaction of lecturers, this means the lecturer's commitment in affective, normative, continuous and commitment perspective show positive influence for organizational commitment and significant to job satisfaction. 3. Direct work environment influence positive and significant to job satisfaction, meaning work environment with a good working atmosphere, relationships with colleagues and the availability of work facilities show a positive influence for the work environment and significant to job satisfaction. 4. Motivation directly influence positive and insignificant to the performance of lecturers, meaning motivation in the form of actualization, appreciation, cooperation, communication and compensation that influence positive for motivation but not significant to the performance 5. Komitmen organization directly possessive influence and influence on the performance of lecturers, this means that affective, normative, sustained and perspective commitment of the lecturer shows positive influence for organizational commitment and significant on performance. 6. Work environment directly positive and significant influence on the performance of lecturers, meaning work environment with a good working atmosphere, relationships with colleagues and the availability of work facilities show a positive influence for the work environment and significant performance. 7. Job satisfaction directly affect positive and significant to the performance of lecturers, meaning job satisfaction in the form of Responsibility, Progress, Achievement, Recognition, The work itself shows a positive and significant influence on performance. 8. Motivation indirectly through job satisfaction positive and significant effect on the performance of lecturers. This shows that the motivation of the lecturers has been good and gives a positive influence through job satisfaction, so indirectly significant to the performance of lecturers. 9. Organizational commitment indirectly through job satisfaction positive and significant effect on the performance of lecturers. This shows that the organizational commitment of the lecturers has been good and gives a positive influence through job satisfaction, so indirectly significant to the performance of lecturers. 10. The work environment indirectly through job satisfaction has a positive and insignificant effect on the performance of lecturers This shows that although the work environment that is owned can create job satisfaction of lecturers but it does not affect the increase of lecturer's performance.

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