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## HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

# The Role of Work Motivation and Work Environment in Improving Job Satisfaction

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**Abstract:** This study aims to analyze the effect of work motivation on the satisfaction of management lecturers and analyze the effect of the work environment on the satisfaction of management lecturers at a private university in the city of Makassar. This type of research is explanatory research. The sample of this research is management lecturers at private universities in Makassar city. Data use purposive random sampling total 105 respondent. The research period was carried out in February 2020-May 2020. The method of analysis in this study was multiple regression analysis. The results of this study indicate that motivation has a significant effect on job satisfaction. This study proves that both theoretically and previous empirical studies explain that increasing work motivation will increase the job satisfaction of lecturers at private universities in the city of Makassar. According to empirical studies, motivation from a financial perspective can encourage someone to do work. This factor has a more significant influence than the influence of motivation on lecturer job satisfaction. The universities and study programs must improve indicators in the work environment to create comfortable working conditions so that it will increase the job satisfaction of private university lecturers in the city of Makassar.

**Keywords:** Work Motivation, Work Environment, Job Satisfaction

**JEL Classification Code:** o15, L20, L30

## 1. INTRODUCTION

An organization requires good management in accommodating its needs to live and develop. The university is an educational service provider institution. Faculty and faculty and several study programs do not escape the obligation to manage their human resources properly, precisely, and optimally. Even as an institution engaged in the service sector, the central role of human resources plays an important role. Job satisfaction achieved by individuals affects all aspects of the institution, from customer satisfaction to productivity. Individual motivation to excel at work is related to perceived job satisfaction. Motivation will affect work behavior and performance. Motivated individuals will achieve job satisfaction. In turn, this job satisfaction will affect performance so that it will be able to provide an optimal contribution to the institution (Susanti et al., 2019). According to the Law of the Republic of Indonesia number 14 of 2005 concerning teachers and lecturers, lecturers are professional educators of scientists with the main task of transforming, developing, and disseminating science, technology, and art through education, research, and research and community service (Kusuma et al., 2018). The role of lecturers has a significant position, namely to transfer knowledge and transfer values for educational institutions. Therefore, the achievements achieved by lecturers will provide added value for the institution. But this needs to be supported by the lecturers' satisfaction, such as providing services and rewards that can motivate lecturers, and maximum working environment conditions will provide smoothness in the work process. Job satisfaction, in general, is an assessment or reflection of workers' feelings towards work which will be seen in the positive attitude of workers towards their work environment. The impact of job satisfaction needs to be monitored by linking it to the output it produces, such as productivity, turnover, work performance, and absenteeism (Rina et al., 2017). Based on published data from the ministry of

research, technology, and higher education (2018), the number of universities in Indonesia in 2019 reached 4,621, both public and private. The total number of higher education institutions in South Sulawesi province is 261 and is divided by form, 29 universities, nine institutes, 134 high schools, 15 polytechnics, 72 academies, and two community academies. The total number of private universities in South Sulawesi is 206 universities.

The increasing demands of students and the community regarding higher education services must be followed by increasing the capacity of human resources in carrying out their functions and responsibilities. However, a general phenomenon shows that private universities cannot be responsive and proactive to these developments. In providing services to customers, it seems that they are not severe. Motivational factors and the work environment play a significant role in creating job satisfaction for lecturers. The motivation in question is internal motivation, namely feedback from superiors and what achievements are made will get appreciation. External motivation is by giving rewards every year to lecturers, such as providing salary increases for each group adjusted to applicable regulations and attention from friends and superiors. According to Ardito et al (2019), motives are factors that cause individuals to behave or behave in a certain way. Sahinidis & Bouris (2008); Santos-Vijande et al (2021) stated that motivating factors (job, achievement, recognition, responsibility, and career advancement) can increase lecturer job satisfaction.

Along with the high needs of life, there is a need for adjustments to the provision of remuneration. The income of private lecturers in Makassar is very dependent on the policies or regulations of the university. In addition, Aryee et al (2016); Santos-Vijande et al (2021) suggests that work motivation is a condition that encourages the individual's desire to carry out certain activities to achieve his desires. The motivation in a person is a force that will manifest a behavior in achieving self-satisfaction in a specific type of activity, and the direction is positive by leading to the object being the goal. The phenomenon that occurs is that several private universities in Makassar provide a higher basic salary than the basic salary of lecturers of the state civil apparatus. However, some private universities still offer lower wages than the basic salary of lecturers of the state civil apparatus. This is following the opinion of Kusuma et al (2018); Mappamiring & Putra (2021), referring to Dubin's theory (1988) which states that basically, the provision of salaries and bonuses (incentives) is a stimulus that causes activities to take place, maintaining activities so that they lead directly to one goal that is better than another. A salary or bonus is an incentive or attraction deliberately given to employees to aim to build, maintain, and strengthen and direct their attitudes or behavior to a goal to be achieved. Private lecturers and state civil servants have the opportunity to get available allowances. Lecturers also get additional salaries through allowances for lecturers who have academic positions. According to Presidential Decree No. 65 of 2007 regarding lecturer allowances, lecturers will get a different Rp 375,000 for expert assistants, Rp 700,000 for lectors, Rp 900,000 for head lectors, and Rp 1,350,000 for professors. Lecturers at private universities will receive a certification allowance if they have an educator certificate. This allowance will be adjusted to lecturers' income in the state civil apparatus even though the payment of private lecturers on campus is lower. The certification allowance will be paid one time of basic salary following the class system. The budgets usually range from IDR 2,700,000 to IDR 3,000,000.

The work environment can be achieved by other factors supporting lecturer satisfaction, namely a conducive work environment with adequate facilities and infrastructure. In general, the Management study program has decent standards. However, some problems are still related to the main facilities, namely proper building capacity such as a 4-story building but still not having an elevator so that lecturers sometimes feel tired, especially lecturers who are over 50 years old. Improvement because the size is not following the capacity of the existing lecturers and other facilities such as air conditioning in the room which sometimes does not function properly because it does not match the room's capacity. Following the research conducted by Arianto (2013); Scaduto et al (2008), the work environment dramatically influences personal pride and their work. Good work facilities and layout will increase employee productivity. The work environment or conditions are all physical aspects of work, work psychology, and work regulations that can affect job satisfaction and work productivity (Demirkaya et al., 2011; Yu, 2014). Empirical facts in the field show that in L2Dikti Region IX, some certified lecturers have not demonstrated an increase in teaching performance. For example, they do not have

teaching preparation, are indisciplined in teaching, and are less productive in making teaching materials and textbooks. Several lecturers have been certified through observation but do not have teaching preparations such as syllabus, lecture program units, teaching scenarios. Data from L2Dikti in 2017 shows that almost 50 percent of certified lecturers still have not completed textbooks according to learning needs. Martoyo (2000) states that managing human resources in an organization creates job satisfaction of members of the organization concerned, which will further improve performance.

Sikora & Ferris (2014); Suong et al (2019) state that job satisfaction is a positive feeling in a job, which is the impact or result of evaluating various aspects of the job. Job satisfaction is an assessment and attitude of a person or employee towards his work. It relates to the work environment, type of work, relationships between co-workers, and social relations at work. Cook & Wall (1980); Haerani et al (2020) states that the more aspects of the position following the individual's wishes and value system adopted, the higher the level of satisfaction obtained. Vice versa, the more elements of the work that are not following the desires and value system adopted by the individual, the lower the level of satisfaction obtained. In addition, Bell & Sheridan (2020) states that job satisfaction can be a driving factor for increasing employee performance, which will improve organizational performance. According to Scaduto et al (2008), the work environment and work motivation positively and significantly affected job satisfaction. Employees who do not get job satisfaction will never reach psychological maturity, resulting in frustration, low morale, fatigue and boredom, unstable emotions, doing activities that have nothing to do with the work to be done, etc. Rodrigo & Palacios (2021) explained that high motivation and a supportive work environment would increase teacher job satisfaction. In addition, employees who get job satisfaction perform better than employees who do not contact job satisfaction. Based on that, the research hypothesis is 1) work motivation has a significant effect on lecturer job satisfaction and 2) work environment has a significant effect on lecturer job satisfaction. The aims of this study are 1) to analyze the effect of work motivation in increasing the job satisfaction of lecturers in management study programs at private universities in Makassar. 2) to analyze the effects of the work environment in increasing job satisfaction of lecturers in management study programs at private universities in Makassar.

## 2. Literature Review

The work environment in a company is essential for management to pay attention to. Although the work environment does not carry out the production process in a company, the work environment directly influences the employees who carry out the process production. The work environment is an atmosphere where employees carry out activities every day. A conducive work environment provides a sense of security and allows employees to work optimally. If the employee likes the work environment where he works, the employee will feel at home at work, carrying out his activities to effectively work time. On the other hand, an inadequate work environment will reduce employee performance. Some experts define the work environment as follows: According to Akob et al (2020); Mohsen Farmahini Faharani (2014), the work environment is everything around employees and can affect the performance of the tasks assigned to them, for example, with air conditioner (AC), adequate lighting, etc. The work environment exists in the workers' setting that can affect themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and whether or not work equipment is adequate (Arianto, 2013). According to Akob et al (2020) the work environment can be interpreted as the entire tooling faced, the surrounding environment in which a person works, the work method, and the influence of his work both as individuals as groups. Meanwhile, according to Lambert et al (2007), the work environment is an environment where employees do their daily work. From some of the definitions above, it can be concluded that environmental work is everything around the workers/employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained. Where in the work environment, there are work facilities that support employees in completing tasks. Which is imposed on employees to order improve the work of employees in a company.

Theorists such as Maslow (1954), Herzberg et al. (1959), and Alderfer (1972) have sought to explain employee motivation by holding on to the assumption that all individuals possess the same set of needs and therefore prescribe the characteristics that ought to be present in the jobs. These theorists have afforded opportunities to managers to design motivational schemes to influence performance. What needs to be answered are the factors of motivation that drive the performance of employees in the mining sectors in Indonesia. Various theorists explain motivation as a process governing choices (Bhattacharyya, 2009; Chen et al., 2012; Deegan, 2002; Rodrigo & Palacios, 2021). The motivation process may be internal or external to the individual that arouses enthusiasm and persistence to pursue a particular course of action. The motivation process starts with a physiological or psychological deficiency or needs that activates a behavior or a drive aimed at a goal (Bhattacharyya, 2009). According to Arnold et al. (1991), a needs-related model of motivation is initiated by the conscious or unconscious recognition of unsatisfied needs. The needs create wants, which are desires to achieve or obtain something. Goals are established, which is believed will satisfy the needs and wants, and a behavior pathway is selected which is expected to achieve the goal (Amstrong, 2007; Rodrigo & Palacios, 2021; Santos-Vijande et al., 2021). According to Harlie (2012), motivation is one of the efforts made by a person to produce good performance and quality. Motivation is part of the function of human resource management, namely integration, the most basic stimulant in the embodiment, complex and continuous effort to increase the potential inherent in him.

Work motivation is the process that directs and sustains performance. Motivation encourages employees internally to help them achieve specific goals or tasks assigned to them (Sohail et al., 2014). Employees' work effectiveness can inspire them to work and bring more work motivation and commitment to their work. This result can be interpreted as motivation to do an activity for it, to experience pleasure and satisfaction in the action (Malik et al., 2011; Creasy & Carnes, 2017; Şendoğdu et al., 2013; Stone & Dulebohn, 2013). Work motivation can be created by incentivizing employees in the form of money that can be felt as supported people and have their place in organizing. (Moynihan & Pandey, 2014) explained that emotional attachment and employee loyalty are the most critical factors in work motivation. It can bind people to stay organized. According to Latief et al. (2018), if a person has the high motivation, he will do the job to the maximum and vice versa. If a person does not have motivation in working, then there will be no new things that he can do to achieve the company's target. This motivation is essential because, with motivation, it is expected that every individual employee will work hard and enthusiastically to achieve high work productivity. Based on the explanation of the above theories, work motivation is an effort to encourage oneself to do the work and channel all the expertise that is owned so that the company's objectives can be achieved. According to Latief et al. (2018), if a person has the high motivation, he will do the job to the maximum and vice versa. If a person does not have motivation in working, then there will be no new things that he can do to achieve the company's target. This motivation is essential because, with motivation, it is expected that every individual employee will work hard and enthusiastically to achieve high work productivity. Based on the explanation of the above theories, it can be drawn conclusions that work motivation is an effort to encourage oneself to do the work and channel all the expertise owned so that the company's objectives can be achieved.

### 3. Research Method and Materials

#### 3.1. Data Samples

The research technique uses explanatory research, namely, to examine and analyze the effect of work motivation and work environment on lecturers' job satisfaction at private universities in the management study program in Makassar. The research was conducted at eight universities from 15 universities with management study programs in Makassar. The study was carried out for 4 (four) months, from February 2020 to May 2020. This study used primary data sources and secondary data. The preliminary data in this study were obtained from respondents' answers through filling out a questionnaire. The respondents of this study were management lecturers at a private university in Makassar related to motivation, work environment, and job satisfaction. At the same time, secondary

data is in the form of information collected from internal or external organizations accessed via the internet, document searches, and information publication. Secondary data sources in this study are data from internet sources regarding private universities in Makassar and the currently happening phenomena. The population in this study were management lecturers at a private university in Makassar. This study takes a saturated sample that is taking all the existing population (Sugiyono, 2011). For details, see the following table 1.

**Table1: Samples**

No	University	Total Lecturer of Management	Number of Samples
1	Bosowa	7	7
2	Atma Jaya	8	8
3	Cokroaminoto	8	8
4	Universitas Fajar	9	9
5	Muhammadiyah Makassar	19	19
6	Universitas Muslim Indonesia	38	38
7	Kristen Indonesia Paulus	9	9
8	Patria Atrha	7	7
	Total	105	105

### 3.2. Measurement

To test the hypothesis of this study, the method of multiple regression analysis was used to analyze work motivation, work environment, and job satisfaction of lecturers at a private university in Makassar. With the following formulation:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Info:

Y = Dependent variable (Lcturer job satisfaction)

a = coefficient constant

b = Regression coefficient

X1 = Independent variable (work motivation)

X2 = Independent variable (work environment)

e = Error

Work motivation (X1), which is defined as an impulse in human nature to act or move directly through behavioral channels, leads to an agreed goal in the organization or company. The indicators used to measure work motivation are, e.g., internal motivation (There is feedback on the results of his work; Priority is the achievement of what he does). Second External motivation (Happy to get praise for what he does. Work with wanting to get incentives; Work with the hope of getting attention from friends and superiors). Third, the Work Environment (X2) can be interpreted as everything around the lecturer that can affect job satisfaction in carrying out his work, both physical and non-physical. So that maximum work results will be obtained, wherein there are work facilities that support completing tasks assigned to lecturers to improve their performance. The indicators used to measure the work environment are, for example, the physical work environment (Layout; Lecturer Room; Facilities and Infrastructure). Fourth, non-physical work environment (smooth communication and responsibility, and cooperation). Fifth, Job Satisfaction. Job Satisfaction (X3) is an emotional feeling that is pleasant or unpleasant to see the results of their work. Where lecturers will show positive behavior if they are satisfied and show negative behavior when they are dissatisfied with what they expect is not following the reality. Indicators of job satisfaction are as follows, e.g., Characteristics of Own Work (Work Itself), Superior Relations (Supervisor), Support of Colleagues (Co-Workers), Promotion of Position (Promotion). Salary / Wages (Pay). All variables used in this study will be measured using a Likert scale. According to Sugiyono (2011), the Likert scale is used to measure

attitudes, opinions, and perceptions of people about social phenomena. The measurement scale uses a Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree).

#### 4. Results and Discussion

##### 4.1. Statistical Result

The validity test was conducted to determine the validity and/or suitability of the questionnaire/questionnaire that the researcher used to obtain data and respondents. Test the validity of the Pearson Product Moment Correlation using the principle of correlating or connecting each item score with the total score obtained in the study eg, if the value of  $r_{count} > r_{table}$ , then the questionnaire is declared valid. If the value of  $r_{count} < r_{table}$ , then the questionnaire is declared invalid.

**Table 2: Validity Test Results**

Variables	Item	t-calculated	$\alpha$	t-calculated	r-value	Info
X1	X1.1	0.669	0.000	0.191	0.30	Valid
	X1.2	0.659				
	X1.3	0.662				
	X1.4	0.617				
	X1.5	0.607				
X2	X2.1	0.647				
	X2.2	0.607				
	X2.3	0.632				
	X2.4	0.540				
	X2.5	0.571				
Y	Y1	0.655				
	Y2	0.638				
	Y3	0.624				
	Y4	0.650				
	Y5	0.663				

Table 2 shows that all statement items for the motivation variable (X1), work environment (X2), and job satisfaction (Y) have a value of  $r_{calculated} > r_{estimated}$  (0.191) or are above the critical  $r$  of 0.30 so that it can be said that all statement items have valid. The greater the value of  $r$  arithmetic indicates the greater the validity of a research instrument. To find out that the questionnaire used is genuinely reliable as a data collection tool, it is necessary to test its reliability or level of trust. The questionnaire is reliable if it can give relatively the same results at different times or give the right results. In SPSS statistics, the reliability test is used to determine the consistency of the questionnaire used by the researcher so that the questionnaire can be relied upon even though the research was carried out repeatedly with the same questionnaire, through Cronbach's Alpha reliability test. The basis for decision making in the reliability test is: If the value of  $> r_{estimated}$ , then the questionnaire items used are declared reliable or consistent. Suppose the value of  $< r_{estimated}$ , then the questionnaire items used are declared unreliable or inconsistent.

**Table 3: Reliability Test Results**

Variables	Cronbach's Alpha Coefficient	Info
X1	0.636	Reliable
X2	0.618	Reliable
Y	0.648	Reliable

Table 3 shows that all of these variables have coefficient values Cronbach's Alpha more significant than 0.6, so it can be said that the statement instrument used in this study is reliable or reliable. The F test is used to show whether all the independent variables used in the study have a joint influence on

the dependent variable (Ghozali, 2011). The larger the value of  $R^2$ , the greater the value F. However, if the value of  $R^2 = 1$ , then F becomes infinite. In addition, the statistical F test was used to test the significance of  $R^2$ .

**Table 4: R<sup>2</sup> Regression Results**

Model	R	R Square	Adj. R Square	Sig. F
1	0.860	0.739	0.734	0.000

Table 4 shows that the adjusted R-squared value of 0.734 means that simultaneously the motivation variable (X1) and the work environment (X2) have an effect of 73.4 percent on the job satisfaction variable (Y) while the remaining 26.6 percent is influenced by other variables outside the variable. independent. sig value. F of 0.000 indicates that the motivation variable (X1) and work environment (X2) . The t-test serves to determine the effect of the independent variable partially on the dependent variable. According to Ghozali (2013), this test was carried out by comparing the t-calculated and t-estimated with an error rate of 5% (two-party test) or 1%. If t-calculated > t-estimated, then the partial correlation coefficient found is significant (absolute) or can be generalized.

**Table 5. Hypothesis Testing Results**

Hip	Independent Variable	Dependent Variable	Score Coefficient	t - statistics	p-value	Info
H1	Motivation (X1)	Job satisfaction	0.160	3.117	0.002	Support
H2	Work environment (X2)	Job satisfaction	0.576	12.108	0.000	Support

Table 5 shows that partially the motivation and work environment variables have a significant effect on job satisfaction. In addition, table 4 also shows the coefficient value of each variable, so the regression model equation is as follows.

$$Y = 4.693 + 0.160 X1 + 0.576X2.$$

From the equation it can be interpreted as follows:

1. The constant value (a) = 4.693, meaning that job satisfaction (Y) will increase by 4.693 percent if there is no motivation and work environment (Y).
2. The value of the coefficient X1 (motivation) = 0.160, meaning that if there is an increase of 1 unit in the motivation variable and other variables are considered constant, there will be an increase in the job satisfaction variable (Y) of 0.160 percent.
3. The value of the X2 coefficient (work environment) = 0.576, meaning that if there is an increase of 1 unit in the work environment variable and other variables are considered constant, there will be an increase in the job satisfaction variable (Y) of 0.576 percent.

#### 4.2. Discussion

Work motivation has a significant effect on lecturer job satisfaction. This is indicated by the significance t-value of 0.000, which is smaller than  $\alpha = 0.05$ , so it can be said that  $H_0$  is rejected. Work motivation consists of appropriate feedback, the prestige of the work, support for what is being done, the incentives given are relevant, and working with the hope of getting attention from friends and superiors. This study indicates that motivation (X1) has a significant effect on job satisfaction (Y). This is following the previous hypothesis where motivation has a substantial impact on job satisfaction. This study supports the opinion of Cong & Van (2013), which states that motivation is a set of factors that cause a person or employee to perform their duties mainly. Motivation can be one of the most critical means in shaping job satisfaction and influencing employee performance. In addition, this study supports Cong & Van (2013) opinion, which states that a person tends to work with enthusiasm if satisfaction can be obtained from his work. Employee job satisfaction is the key to driving morale, discipline, and employee performance in supporting company goals. In addition, in Haerani et al (2020) explains that motivation is a mental condition that encourages a person to achieve maximum performance. The first indicator of motivation is appropriate feedback. In this

study, the item for the proper feedback indicator puts forward how to build motivation with input given by superiors in the organization. Relevant feedback from supervisors will increase the motivation of lecturers in carrying out their duties and will provide satisfaction for lecturers because of the appropriate feedback. The second indicator is the prestige of the work. Motivation can be built from awards given to superiors and colleagues by providing an appreciation for the results of the job done. The third indicator is the support of what is being done. In general, employees want to support in everything that is done by superiors and fellow lecturers. Although not in the form of financial, the support provided can encourage motivation for lecturers. The fourth indicator is the incentives provided accordingly. Motivation from a financial perspective, according to empirical facts, can inspire someone to do work. The fifth indicator is working with the hope of getting attention from friends and superiors. The sense of pride in getting awards from supervisors and co-workers can encourage someone to further improve their efforts at work due to praise or appreciation; this gives satisfaction after carrying out their work.

The work environment has a significant influence on job satisfaction. This is indicated by the significance t value of 0.000, which is smaller than  $\alpha = 0.05$ , so it can be said that  $H_0$  is rejected. The work environment consists of a good layout, appropriate lecturer rooms, adequate facilities and infrastructure, smooth communication, responsibility, and cooperation. This study indicates that the work environment (X2) has a significant effect on job satisfaction (Y). This is following the previous hypothesis where the work environment significantly affects job satisfaction. This study supports the opinion of Schultz and Schultz (2010:405), stating that the work environment or conditions are all aspects of physical work, work psychology, and work regulations that can affect job satisfaction and work productivity. In addition, this study supports Sukanti et al. (2008) 's opinion that the work environment has a significant influence on the level of personal pride and the work they do. The first indicator in the work environment is good spatial planning. In this study, the item for this good spatial indicator is that a suitable room arrangement will provide more benefits for lecturers in carrying out activities to create an environment that can give enthusiasm to the work of lecturers. The second indicator is the appropriate lecturer room. The lecturers' workspace greatly determines the lecturer's confidence in working; sometimes, the lecturer is on campus for a long time. So that with a particular room for individual lecturers, with the lecturer's room, it will create a comfortable and pleasant environment for lecturers and spur enthusiasm for work. The third indicator is adequate facilities and infrastructure. With proper facilities and infrastructure provided for lecturers by the university, it will provide convenience in doing work. Lecturers need, e.g., printers, computers, worship rooms, restrooms, parking lots, other facilities from campus that support the smooth running of lecturers in carrying out teaching activities such as classrooms, LCD projectors, relatively comfortable classroom desks, internet facilities, libraries, etc. The fourth indicator is fluency of communication. Good and smooth communication between leaders and subordinates, between fellow lecturers, and between administrative staff or campus staff. Communication supports the creation of comfort in the work environment. The fifth indicator is responsibility and cooperation. The duties carried out by lecturers should be of value to the lecturers concerned in carrying out their duties; in addition, cooperation in carrying out work or teamwork between all academic elements on campus will create a comfortable working environment and will provide opportunities for lecturers to be more creative with comfortable working conditions and cooperation that is built together in achieving organizational goals.

## 5. Conclusion

The results of this study indicate that motivation has a significant effect on job satisfaction. This study proves that both theoretically and previous empirical studies explain that increasing work motivation will increase the job satisfaction of lecturers at private universities in the city of Makassar. According to empirical studies, motivation from a financial perspective can encourage someone to do work. This can be a concern for universities and management study programs in the city of Makassar to manage their human resource arrangements as well as possible to create job satisfaction. The results of this study indicate that the work environment has a significant effect on job satisfaction. This study

proves that both theoretically and previous empirical studies explain that improving work environment conditions will increase the job satisfaction of private university lecturers in the city of Makassar. The most dominant variable in this study is the work environment. This factor has a more significant influence than the influence of motivation on lecturer job satisfaction. The universities and study programs must improve indicators in the work environment to create comfortable working conditions so that it will increase the job satisfaction of private university lecturers in the city of Makassar.

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