

The Effect of Intrinsic Motivation, Work Environment, and Competency on Employee Job Satisfaction at the Directorate General of Housing Ministry of Public Works and Housing

Shabrina Habi Syarafah
Master of Management Student
Mercu Buana University, Jakarta, Indonesia

Kasmir
Associate Professor Mercu Buana University,
Jakarta, Indonesia

Abstract:- Employee job satisfaction at work is a factor that must be considered by organizations or agencies, where such attention provides opportunities to develop and reduce pressure at work so that employees can feel comfortable at work and can improve the performance of these employees. There have been many studies examining the impact of employee job dissatisfaction. Experts agree that employee performance should be equal to job satisfaction. Based on many studies, the effect of job satisfaction on job performance can be explained by several factors. In this study, researchers are interested in researching what are the factors in job satisfaction at the Directorate General of Housing, Ministry of Public Works and Public Housing. In the initial survey results obtained by researchers, there are three main aspects in realizing employee job satisfaction at the Directorate General of Housing, Ministry of Public Works and Public Housing, namely internal motivation, work environment and competence. In measuring the relationship between these three variables with job satisfaction, researchers used the SmartPLS application. The results show that both internal motivation, work environment and competence both have a significant positive relationship to job satisfaction. Of these three variables, internal motivation is the most dominant variable affecting employee job satisfaction at the Directorate General of Housing. This of course should be a special concern for the Directorate General of Housing, Ministry of Public Works and Public Housing in order to increase employee job satisfaction in order to create good work results from employees.

Keywords:- Job Satisfaction, Internal Motivation, Work Environment, Competence, PLS, Directorate General of Housing, Ministry of Public Works and Public Housing

I. INTRODUCTION

Agencies in the form of government or private in the current era of globalization certainly have goals to be achieved through the activities they carry out. These agencies should require planning and management of human resources as well as possible in order to achieve goals in the organization. Human resources are one of the solution factors in global competition, namely how to create quality human resources

who have skills and are highly competitive in global competition, which has often been ignored. Therefore, in order for an organization to achieve maximum performance, fair and satisfactory treatment is needed for human resources who work for the organization.

Employees themselves are an important part in a company so that the company's performance remains superior among competitors. Of course, companies/agencies want good performance from each employee in carrying out their work. However, the quality of employee performance cannot be carried out in a unidirectional manner. Companies and agencies also need to pay attention to the mentality of employees so that their performance is optimal. Based on a study, one of the factors that influence employee performance is the satisfaction that the employee gets from the company. There have been many studies examine the impact of employee job dissatisfaction. Experts agree that employee performance should be equal to job satisfaction. Based on many studies, the effect of job satisfaction on job performance can be explained by several factors.

Employee satisfaction at work is a factor that must be considered by the organization, where such attention provides opportunities to develop and reduce pressure at work so that employees can feel comfortable at work and can improve the performance of the employees themselves. According to research from Kabungaidze and Nomakholwa [11] states that with employees having high job satisfaction, employees will be loyal to the work profession they do. Job satisfaction is an affective or emotional response to various aspects of one's job, where a individual with a high level of job satisfaction holds a positive attitude towards his job, while someone who is dissatisfied with his job has a negative attitude about the job. Job satisfaction itself in research of Suparyadi [21] is defined as a positive attitude based on the results of an evaluation of what is intended to be obtained through the efforts made in carrying out a job with the results or rewards it receives.

Based on the results of the pre-survey obtained by the researchers, there are three main factors in job satisfaction at the Directorate General of Housing, Ministry of Public Works and Public Housing, namely Intrinsic Motivation, Work Environment and Competence.

II. LITERATURE REVIEW

A. Job Satisfaction

Job satisfaction reflects a person's feelings towards his job. This can be seen in the positive attitude of employees towards work and everything that is faced in the work environment. Job satisfaction in general concerns a person's attitude about his work. Job satisfaction is one of the key aspects that an employee must have in order to be able to work well as expected. Job satisfaction is a mental condition of an employee regarding likes or dislikes of his work which is influenced by his perceptions and expectations of his work and thus will affect his work behavior. Job satisfaction is an important thing that should be owned by someone at work. Job satisfaction has a dynamic nature. This means that satisfaction is not a permanent state because it can be influenced and can be changed by forces, both inside and outside the work environment. Performance satisfaction can decrease as quickly as job satisfaction arises so this requires company leaders to pay more attention to it.

Whereas the level of job satisfaction can affect the performance of an employee, as the theory explained by Colquitt [1] that job satisfaction affects employee performance achievement and organizational commitment, because when an employee is satisfied, the employee can perform better and choose to remain with the company for a long time.

B. Intrinsic Motivation

According to theory of Hasibuan [7] states that motivation is a force that results from a person's desire to satisfy his needs. We will define motivation as a willingness to try as optimally as possible in the achievement of organizational goals which is influenced by the ability of the effort to satisfy some individual needs. Meanwhile, according to the theory of Wibowo [23] motivation is an urge to act on a series of processes of human behavior by considering the direction, intensity, and persistence, in achieving goals.

In summary, motivation is an internal and external encouragement to someone who makes a change in behavior, generally with several indicators or supporting elements. This definition asserts that learning motivation consists of two types, namely intrinsic and extrinsic. According to theory of Uno [22] that learning motivation is the driving force for both internal (intrinsic) and external (extrinsic) motivation which functions to move and direct according to their needs.

Intrinsic motivation is the motivation that drives a person to achieve that comes from within the individual, which is better known as the motivational factor. According to theory of Luthans [14], indicators that are classified as motivational factors include:

a. Achievements

The success of an employee can be seen from the achievements he has achieved so that an employee can succeed in carrying out his work, the leader must study his subordinates and their work by providing opportunities for them so that employees can try to achieve good results. If the

employee has succeeded in doing his job, the leader must declare that success.

b. Recognition

As a continuation of the successful implementation, the leadership must provide a statement of acknowledgment of the employee's success which can be done in various ways such as giving award certificates or cash.

c. Work itself

Leaders make real and convincing efforts, so that subordinates understand the importance of the work they do and try to avoid boredom in the work of employees and make sure that every employee is right in their work.

d. Responsibility

Responsibility can be a motivating factor for subordinates if the leader avoids strict supervision or supervision, namely by allowing subordinates to work alone as long as the work is possible and apply the principle of participation. The principle of participation applied by the leader makes subordinates fully plan and carry out their own work.

e. Advancement

Development is one of the motivating factors for subordinates. If this development factor really functions as a motivator, then the leader can start by training his subordinates for more responsible work. When this has been done, the leader then makes recommendations about subordinates who are ready for development, to raise their rank, to be sent for further education and training.

C. Work Environment

The work environment is one of the factors that affect employee job satisfaction. If the environment around the workplace gives an uncomfortable impression, employees feel lazy to work. This is the same as what Nitisemito [17] said, namely the work environment is everything that is around the workers that can affect them in carrying out the tasks they carry out. A comfortable and safe work environment will produce employees also feel comfortable working so that the tasks performed by employees are also good and it affects employee job satisfaction. According to Robbins' theory in Fathonah and Ida [3], employees will work optimally if the work environment is comfortable and supportive because employees are satisfied with the existing work environment.

According to Sihombing's theory in Naibaho [16] states that the work environment is influenced by the following factors:

- Work facilities. A work environment that does not support the implementation of work contributes to poor performance, such as lack of work tools, stuffy workspaces, poor ventilation, and unclear procedures;
- Salaries and allowances. Salaries that are not in line with the expectations of workers will make workers always look at a work environment that guarantees the achievement of work expectations; and
- Work relationship. Working groups with high cohesiveness and loyalty will increase work productivity, because one

worker and another will support each other in achieving goals and/or results.

In a physical work environment that concerns the coloring of the room, here the broad coloring is not only the coloring of the walls but of uniforms and equipment. People will be happy to work if the room they occupy is bright, clean, harmonious and comfortable. With a clean place people will be happy and feel at home to work. In addition to a clean place, there is also a good air temperature setting so that the air circulation in the office can be alternated and not stuffy. Likewise with lighting, movement space, noise, security and equipment. With such working space conditions, employees will feel satisfied and happy because leaders appreciate their work by providing adequate facilities to work.

This is also influenced by the psychic work environment, this environment concerns the relationship between employees and employees, the relationship between employees and leaders. This relationship is very important for the ongoing work of the organization. Without this relationship, employee activities cannot run with what is the goal of the organization.

D. Competency

In a previous study by Iswahyu [10], competence is the ability to carry out tasks in accord with science and skills as well as technology and experience relevant to the field of work so as to develop the relevant work motivation and improve performance. Along with the increasingly fierce competition in the business world as a result of economic liberalization in various industrial sectors today, the role of human resources as the main determining factor of the company's ability to compete dynamically and profitably is increasingly felt in importance. The competitive quality advantage of an organization is largely determined by the quality of its human resources. The handling of human resources must be carried out thoroughly within the framework of a strategic, integrated, interrelated and unity HR management system.

Competence is always attached to a person because it involves a person's characteristics and how effective a person is at work. According to the theory of Lyle Spencer & Signe Spencer in Moehariono [15] explains the importance of increasing the ability and knowledge that supports one's effectiveness in work comes from the education and training process.

Meanwhile, according to the theory of Jackson [13] which states that competence is a pattern of knowledge, skills, behavior and other characteristics that can be measured according to what is needed by a person to perform a job role or job function well, where then the three main components of competency formation can be described. as follows:

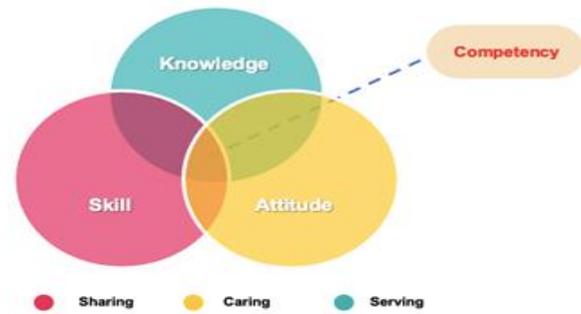


Figure 1 Competency Scheme

a. Knowledge

Information possessed by an employee to bring out his duties and responsibilities according to the field he is engaged in (certain), for example computer language. Employee knowledge too determines the success or failure of the implementation of the tasks assigned to him, employees who have sufficient knowledge increase the efficiency of the company.

b. Skill

An effort to carry out the duties and responsibilities given by the company to an employee maximally and adequately, for example a computer programmer. In addition to employees' knowledge and abilities, the most important thing to consider is the attitude of employee behavior.

c. Attitude

The pattern of behavior of an employee in carrying out his duties and responsibilities by company regulations. If the employee has an attitude of supporting the organization's achievement, then automatically, all tasks assigned to him will be carried out as well as possible. Competence of knowledge, skills, and attitudes tend to be accurate and relatively on the surface as characteristics possessed by humans.

E. Hypothesis

a. Intrinsic Motivation and Job Satisfaction

Based on the results of research conducted by Lidia and Siagian [12], it is concluded that motivation has a significant positive effect on employee job satisfaction. (Hypothesis 1)

b. Work Environment and Job Satisfaction

Based on the results of research conducted by Inamizu [9] concluded that the work environment has a significant positive effect on employee job satisfaction. (Hypothesis 2).

c. Competence and Job Satisfaction

Based on the results of research conducted by Purnomo [18], it was concluded that competence had a significant positive effect on employee job satisfaction. (Hypothesis 3).

F. Conceptual Framework

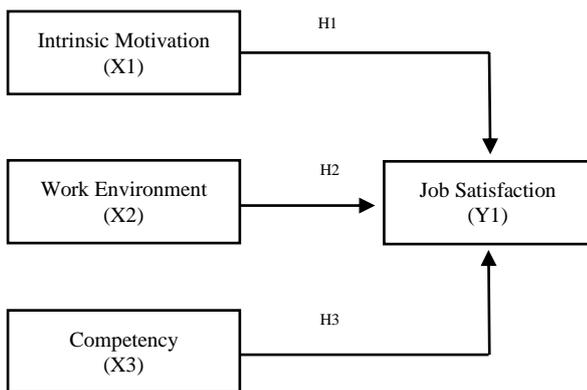


Figure 2 Conceptual Framework

III. RESEARCH METHODS

A. Research Design

According to the theory of Cooper and Pamela [2], the research design is a plan based on activities, time, and research questions, as well as for instructions for selecting information and a framework to explain the relationship between variables. Based on the background of the problem, the objectives, and the proposed hypothesis, the method used is a quantitative method.

B. Variable Measurement

Variables are the most important indicators that determine the success of the research because research variables are the object of research or become the point of attention of a study, in theory, expressed by Sekaran [20] that a variable is anything that can be different or vary in value.

Based on the research title "**The Influence of Intrinsic Motivation, Work Environment and Competence on Employee Job Satisfaction at the Directorate General of Housing, Ministry of Public Works and Public Housing,**" the variables can be described as follows:

a. Independent Variable

The independent variable is a variable whose value determines another variable. In other words, the independent variable is a variable that affects or is the cause of changes or the appearance of the dependent variable. In this study, there are three independent variables, namely: Intrinsic Motivation, Work Environment, and Competence, where Intrinsic Motivation as (X1), Work Environment as (X2), and Competence as (X3).

b. Dependent Variable

The dependent variable is a variable whose value is determined by another variable. In other words, the dependent variable is a variable that is influenced or becomes a result of the existence of an independent variable. In this study, the dependent variable is employee job satisfaction as (Y1).

C. Population and Samples

According to Sekaran's theory [20] the sample is part of the population. It consists of several members selected from the population. In other words, several, but not all, of the population elements of the sample. To determine the size of the sample, it can be done statistically or based on research estimates; besides that, it should also be noted that the selected sample must be representative, meaning that all population characteristics should be reflected in the selected sample. The sample in this study is part of the research population, namely some of the central employees in the Directorate General of Housing, Ministry of Public Works, and Public Housing.

D. Data Collection

The study uses a quantitative method with a survey approach. This type of quantitative research, according to Cooper and Pamela [2], quantitative research is to measure something appropriately and is used to measure customer behavior, knowledge, opinions, and attitudes. The data were collected from an unspecified sample, and the research variable data was collected using certain data collection tools, namely a questionnaire using a Likert scale of 1 to 5.

The data collected in this research is based on primary data or direct data from original sources or objects at the research site obtained from the answers of the respondents who answered and returned the questionnaire. The sampling technique is probability sampling using simple random sampling.

Secondary data was also obtained from the files owned by the agency in accordance with the problems studied, literature, and journal literature.

E. Data Analysis Methods

Data analysis techniques are used to answer the formulation of the problem or test the hypotheses that have been formulated. Data management in this study will use the SmartPLS 3.3.3 software for Mac OS X. According to Ghazali, and Latan [4], Partial Least Square (PLS) is an alternative approach that shifts from a covariance-based SEM approach to a variance-based approach. Covariance-based SEM generally tests causality or theory, while PLS is more of a predictive model.

Partial Least Square is a capable analytical method that is not based on many assumptions. PLS uses a bootstrapping method or random multiplication where the assumption of normality will not be a problem for PLS. In addition, PLS does not require a minimum number of samples to be used in research studies with small samples that can still use PLS. Partial Least Square is classified as a non-parametric type; therefore, in PLS modeling, data with a normal distribution is not needed.

The analysis technique in this study uses the PLS technique, which is carried out in two stages, namely:

a. Measurement Model Test (Outer Model)

Serves to test the validity and construct reliability of each indicator. There are several methods of measuring the model, including:

- **Convergent Validity Test**

According to Hulland [8] the loading factor value is high if the component or indicator has a correlation of more than 0.60 with the construct to be measured. Furthermore, according to Ghozali and Latan [4], by looking at the average variance extracted (AVE) must be greater than 0.5, it is more recommended. This ratio indicates that the latent variable has accounted for more than 50% of the variance of the reflective indicator.

- **Discriminant Validity Test**

In measuring discriminant validity, Wong's theory [24] states several testing steps, namely the Fornell Larcker criterion, heterotrait-monotrait ratio of correlations, and cross-loading. The function of the discriminant validity test is to measure all constructs with correlation values on the constructs in the model.

- **Reliability Test**

Reliability states the extent to which measurements can be trusted or reliable and provides relatively consistent measurement results after several sizes have been made. According to Hair [5] to measure the reliability of research variables, alpha coefficients or Cronbach's alpha and composite reliability are used. Cronbach's alpha is the lower limit, and composite reliability is the upper limit of internal consistency reliability. The measurement item is reliable if it has an alpha coefficient value greater than 0.6 and composite reliability of more than 0.7.

b. **Structural Model (Inner Model)**

It serves to determine whether there is an influence between variables/correlation between the constructs measured by using the t-test of the PLS itself. There are several methods of structural testing, including:

- **R-Square**

R-Square serves to measure how far the exogenous variables affect the endogenous variables. According to Hair [5] the R-Square values of 0.25, 0.50, and 0.75 represent low, medium, and high levels, respectively.

- **F-Square**

F-Square serves to how much the exogenous variables affect the endogenous variables. The theory of Ghozali and Latan [4] states that if the f-square value > 0.35 is high, f-square > 0.15 is moderate, and > 0.02 is small.

- **Predictive Relevant / Q-Square**

Q-Square serves to find out how relevant or how good the resulting observation value is. The q-square value will explain whether the data obtained in the field is relevant or not. With the theory of Hair [5], where if the q-square value is more than 0.00 then the value is declared relevant.

- **Fit models**

Model fit serves to determine the accuracy of the model. There are two methods of a fit model, namely chi-square and normal fit index (NFI). With the theory of Hair [5], it is said to meet the criteria if the Chi-square (Chi²) > 0.9, and the NFI is more than the null model.

c. **Hypothesis Test**

In testing the hypothesis, first, pay attention to the p-value, whose value must be <0.05, so it is considered that there is an influence of exogenous variables on endogenous variables. Next is the original sample to see the positive or negative relationship. Furthermore, T-Statistics to see whether or not there is a significant relationship between variables, provided that the statistical value is > 0.96, according to Hair [5].

IV. RESULT AND DISSCUSION

A. **Descriptive Statistics**

Descriptive analysis for respondent characteristics is presented in terms of frequency and percentage consisting of gender, age, and place of residence. The following is a table of research respondents' profiles:

a. **Descriptive Statistics by Gender**

Based on the data in the following table, it can be seen that from a total of 89 respondents, male respondents were 39 people with a percentage of 44.8%. At the same time, the remainder of the respondents were female, as many as 48 people with a percentage of 55.2%.

Table 1 Descriptive Statistics by Gender

Gender	Amount	Percentase (%)
Men	39	44,8 %
Women	48	55,2 %

b. **Descriptive Statistics by Age**

Based on the data in the table regarding descriptive statistics of respondents by age, it can be seen that respondents started at the age of 21 years and over with details there are 42 people with a percentage of 47% of respondents aged 21 to 30 years. Meanwhile, there were 37 people, with 42% of respondents aged 31 to 40 years. And respondents with age above 40 years are as many as ten people with a percentage of 11%.

Table 2 Descriptive Statistics by Age

Age	Amount	Percentase (%)
< 20 Years	0	0 %
21 – 30 Years	42	47 %
31 – 40 Years	37	42 %
> 40 Years	10	11 %

c. **Descriptive Statistics by Place of Residence**

Based on the data in the following table, it can be seen that there are about 45 people with a percentage of 51.7% of respondents who currently reside in Jakarta. Furthermore, each outside Jakarta.

Table 3 Descriptive Statistics by Place of Residence

Place of Residence	Amount	Persentase (%)
DKI Jakarta	45	51,7 %
Bogor	6	6,9 %
Depok	7	8 %
Tangerang	12	13,8 %
Bekasi	12	13,8%
Others	5	5,7 %

B. Measurement Model Test (Outer Model)

a. Convergent Validity

Table 4 Convergent Validity Result

Variabel	Indicator	Loadings	Conclusion	AVE
Intrinsic Motivation	MI2	0.700	Valid	0.605
	MI3	0.734	Valid	
	MI5	0.887	Valid	
Work Environment	LK5	0.661	Valid	0.544
	LK7	0.776	Valid	
	LK8	0.769	Valid	
Competency	K1	0.964	Valid	0.938
	K2	0.973	Valid	
Job Satisfaction	KK1	0.720	Valid	0.549
	KK2	0.807	Valid	
	KK6	0.792	Valid	
	KK7	0.738	Valid	
	KK8	0.637	Valid	

Based on the table above, it can be seen that all measuring items have met the requirements for testing the loading factor value, which is greater than 0.6 after the elimination of invalid indicator items and average variance extracted (AVE) above 0.50 so that it can be said to be valid and can be used to measure each latent variable.

b. Discriminant Validity

- *Fornell Larcker Criterion*

Table 5 Fornell Larcker Criterion Result

	MI	LK	K	KK
MI	0.778			
LK	0.383	0.737		
K	0.510	0.457	0.969	
KK	0.667	0.516	0.553	0.741

Seen that the loading factor value for each indicator of each latent variable has a loading factor that is not the largest compared to the loading value if it is associated with the value of other latent variables. This means that each latent variable has good discriminant validity, where some latent variables

still have a measure that is highly correlated with other constructs.

- *Cross Loading*

Table 6 Cross Loading Result

Indikator	X1	X2	X3	Y1
K1	0,486	0,468	0,964	0,494
K2	0,502	0,420	0,973	0,572
KK1	0,373	0,440	0,403	0,720
KK2	0,440	0,469	0,448	0,807
KK6	0,463	0,417	0,383	0,792
KK7	0,482	0,298	0,511	0,738
KK8	0,629	0,290	0,302	0,637
LK5	0,215	0,661	0,221	0,419
LK7	0,330	0,776	0,412	0,318
LK8	0,311	0,769	0,393	0,378
MI2	0,700	0,251	0,143	0,332
MI3	0,734	0,168	0,544	0,450
MI5	0,887	0,423	0,445	0,683

The data shown in the table above indicates that the loading value for each of the intended constructs is greater than the loading value with other constructs. It can be concluded that all existing indicators are valid, and there are no problems with discriminant validity.

c. Reliability Test

Table 7 Reliability Test Result

	Cronbach's Alpha	Composite Reliability
X1	0,684	0,820
X2	0,581	0,780
X3	0,934	0,968
Y1	0,792	0,858

The data shown in the table above indicates that the results of the construct reliability test show that in Cronbach's alpha, there is a value of <0.70. Meanwhile, the composite reliability is 0.70. This is still acceptable for reliability because the reliability of the construct can be accepted from composite reliability alone, according to Hair [5].

C. Structural Model (Inner Model)

a. R-Square

Table 8 R-Square Test Result

	R Square	R Square Adjusted
Y1	0.551	0.535

It can be seen that the value of R-Square (R2) or the coefficient of determination of the Y1 construct or job satisfaction is 0.551. These results indicate that the endogenous variables of job satisfaction can be explained by exogenous variables, namely intrinsic motivation, work environment, and competence, by 55%, while the rest is explained by other exogenous variables outside of this study.

b. F-Square

Table 9 F-Square Test Result

Relation	f ²	Effect size
Y1 -> X1	0,350	Great
Y1 -> X2	0,100	Medium
Y1 -> X3	0,060	Medium

Based on the test results in the table above, it can be found that the relationship Y1 to X3 has a small effect, while the relationship Y1 to X2 has a moderate effect, and the relationship from Y1 to X1 has a large influence. So from this f-Square test, it can be seen that the influence of intrinsic motivation is the variable that has the most influence on job satisfaction in this study.

c. Q-Square / Predictive Relevant

Table 10 Predictive Relevant Test Result

	SSO	SSE	Q ² (=1-SSE/SSO)
X1	267,000	267,000	
X2	267,000	267,000	
X3	178,000	178,000	
Y1	445,000	325,003	0,270

Based on the calculation of predictive relevance (Q²) in the table above, which shows a value of 0.270 (greater than zero), it can be concluded that the model has a relevant predictive value.

d. Model Fit

Table 11 Model Fit Test Result

	Saturated Model	Estimated Model	Conclusion
Chi-Square	289,210	289,210	Good Fit
NFI	0,561	0,561	56%

Can be seen in the table above, the study results indicate that the model in this study has a good fit because it has a Normal Fit Index (NFI) value indicating that the model in this study is 56% (0.561) better than the null model. Meanwhile, Chi-Square has met the criteria above 0.90, which is 289.210.

D. Hypothesis Test

To test the proposed hypothesis, it can be seen from the path coefficients and T-Statistic values through the bootstrapping procedure. The proposed hypothesis is as follows:

- H1: Intrinsic Motivation has a positive and significant effect on Employee Job Satisfaction at the Directorate General of Housing, Ministry of Public Works and Public Housing
- H2: Work Environment has a positive and significant effect on Employee Job Satisfaction at the Directorate General of Housing, Ministry of Public Works and Public Housing
- H3: Competence has a positive and significant effect on Employee Job Satisfaction at the Directorate General of Housing, Ministry of Public Works and Public Housing

According to the theory of Hair [5], it is recommended to perform a bootstrapping procedure with a re-sample value of 5,000. Then the resulting bootstrapping is as follows:

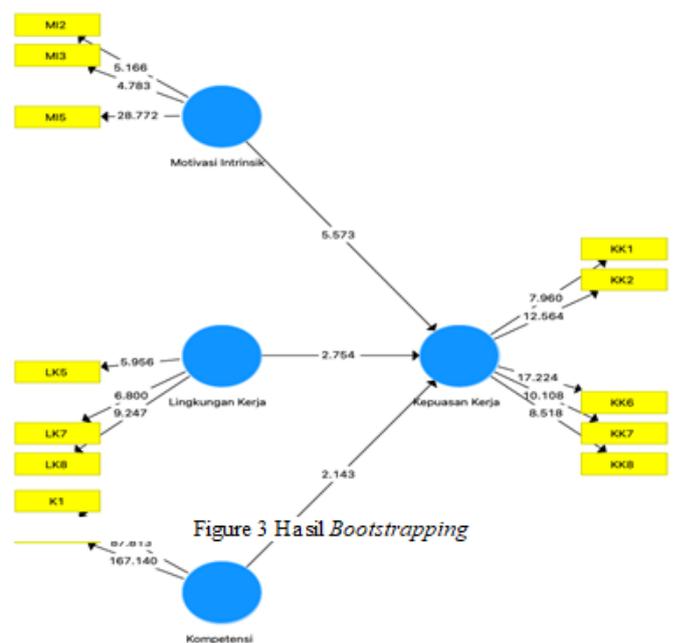


Figure 3 Hasil Bootstrapping

Table 12 Test Recapitulation

	Original Sample (O)	T Statistics (O/STDEV)	P Values
X1 -> Y1	0,471	5,573	0,000
X2 -> Y1	0,243	2,754	0,006
X3 -> Y1	0,201	2,143	0,032

Based on the table above, it can be seen that X1, which represents Intrinsic Motivation, has a positive and significant affect on Job Satisfaction. This is indicated by the results of the test between intrinsic motivation and job satisfaction which shows that the original sample value is 0.471 (positive), the T-Statistic value is 5.573 (> 1.96), and the p-value is 0.00 (<0.05).

Likewise, the X2 variable, which represents the Work Environment, positively and significantly influences Job Satisfaction. This is indicated by the results of the test between work environment and job satisfaction, which shows that the original sample value is 0.243 (positive), the T-Statistic value is 2.754 (> 1.96), and the p-value is 0.06 (< 0.05).

Then the last variable, X3, which represents competence, has a positive and significant influence on job satisfaction. This is indicated by the results of the test between competence and job satisfaction which shows that the original sample value is 0.201 (positive), the T-Statistic value is 2.143 (> 1.96), and the p-value is 0.032 (< 0.05).

E. Discussion

a. Relationship between Intrinsic Motivation and Job Satisfaction

Based on the test results on the effect of intrinsic motivation on job satisfaction, it could be concluded that the first hypothesis (H1) is acceptable. Thus it can be supposed that intrinsic motivation has a positive and significant effect on job satisfaction. Then the higher the intrinsic motivation obtained by employees of the Directorate General of Housing, Ministry of Public Works, and Public Housing, the higher the sense of job satisfaction obtained by employees. This is undoubtedly very important to support the performance of employees in carrying out their duties.

Meanwhile, according to the loading factor, the most dominant indicator of the intrinsic motivation variable is "my job is not boring," this shows that giving employees a varied or not boring job will increase their inner motivation (intrinsic), which will later become satisfaction for the employee himself. This is certainly by the theory of Herzberg in Luthans [14], where it is explained that one of the indicators classified as a motivational factor is working itself or the work itself, where the leader must make honest and convincing efforts so that subordinates understand the importance of the work they do and try to avoid boredom in the work of employees and make sure that every employee is right in his job.

b. Relationship between Work Environment and Job Satisfaction

Based on the test results on the effect of the work environment on job satisfaction, it can be concluded that the second hypothesis (H2) is acceptable. Thus it can be supposed that the work environment has a positive and significant influence on job satisfaction. Then the higher the excellent work environment obtained by the Directorate General of Housing, Ministry of Public Works and Public Housing, the higher the sense of job satisfaction obtained by employees. This is certainly very important to support the performance of employees in carrying out their duties.

Meanwhile, according to the loading factor, the most dominant indicator of the work environment variable is "my workspace is comfortable." This shows that having a comfortable workspace will increase satisfaction for the employees themselves. This agrees with the research from Sedarmayanti [19], which states that a good work environment

includes several aspects that must be considered, for example, a comfortable workspace, safe environmental conditions, constant room temperature, adequate lighting, room paint colors, relationships with good co-workers. In a physical work environment that concerns the coloring of the room, the broad coloring is not only the coloring of the walls but also of uniforms and equipment. Employees will feel satisfied and happy with such working space conditions because leaders appreciate their work by providing adequate facilities to work.

c. Relationship between Competence and Job Satisfaction

Based on the test results on the effect of competence on job satisfaction, it can be concluded that the third hypothesis (H3) is acceptable. Thus it can be supposed that competence has a positive and significant effect on job satisfaction. Then the higher the competence obtained by the Directorate General of Housing, Ministry of Public Works and Public Housing, the higher the sense of job satisfaction obtained by employees. This is certainly very important to support the performance of employees in carrying out their duties.

Meanwhile, according to the loading factor, the most dominant indicator of the competency variable is "the work I do is by my expertise," this shows that placing employees in positions that match their expertise so that they can have a job desk that they master then. This will increase competence which will later become satisfaction for the employees themselves. This certainly agrees with previous research by Iswahyu [10], which explained that competence is the ability to carry out tasks by science and skills and technology and experience relevant to the field of work to develop performance so that it can lead to employee job satisfaction. Companies or agencies need competent human resources, having specific competencies required to support the successful implementation of their work. Thus, expertise through competence within the company is important.

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusions

Based on the results of hypothesis testing and discussion presented in the previous chapter, several conclusions can be drawn as follows:

- Intrinsic Motivation has the most significant positive effect on employee job satisfaction at the Directorate General of Housing, Ministry of Public Works and Public Housing. This proves that high intrinsic motivation can increase employee job satisfaction at the Directorate General of Housing, Ministry of Public Works and Public Housing.
- The work environment has a significant positive effect on employee job satisfaction at the Directorate General of Housing, Ministry of Public Works and Public Housing. This proves that a high level of a good work environment can increase employee job satisfaction at the Directorate General of Housing, Ministry of Public Works and Public Housing.
- Competence has a significant positive effect on employee job satisfaction at the Directorate General of Housing, Ministry of Public Works and Public Housing. This proves that the existing high competence can increase employee

job satisfaction at the Directorate General of Housing, Ministry of Public Works and Public Housing.

B. Suggestions

a. Based on the results of the research conducted, the researcher gives some suggestions because this research still has some limitations from several aspects so that improvements need to be made in further research, including:

- The researcher suggests that further research should add other exogenous variables considering that the endogenous variables of job satisfaction in this study can only be explained by exogenous variables of intrinsic motivation, work environment, and competence by 55%.
- Researchers suggest that further research can expand the population or conduct research at other Directorate Generals at the Ministry of Public Works and Public Housing to find out more broadly about the Ministry of Public Works and Public Housing performance.
- Researchers suggest that further research can add or use other endogenous variables because this study only describes employee job satisfaction.
- Researchers suggest that further research can expand the description of each respondent, for example, from the length of the employee. Because in this study, the definition only includes age, gender, and place of residence.

b. The researcher also provides advice to the Directorate General of Housing, Ministry of Public Works and Public Housing to be able to become input for its human resources in the future, including:

- Researchers suggest to the Directorate General of Housing, Ministry of Public Works and Public Housing to pay more attention to employees' intrinsic employees.
- The researcher suggests to the Directorate General of Housing, Ministry of Public Works and Public Housing to pay attention to the work received by each employee, this is evidenced by the results of research in the intrinsic motivation variable where the most dominant indicator is "the work received it's not boring". So by having a job that is not boring, it will increase employee job satisfaction. One of the suggestions that the researcher is trying to convey is to do a rotation to prevent employees from getting bored.
- Researchers suggest that the Directorate General of Housing, Ministry of Public Works and Public Housing pay attention to the employee's workspace to ensure that it is in good condition. This is evidenced by research results in the work environment variable where the most dominant indicator is "my workspace is comfortable". So by having a comfortable workspace both in terms of cleanliness, lighting, temperature and good working conditions will increase employee job satisfaction at the Directorate General of Housing, Ministry of Public Works and Public Housing. One of the suggestions that the researcher conveys is to continue monitoring and ensuring that the workspace is always comfortable and the office equipment used is also adequate, one of which is a computer,

photocopy machine and printer that always follows the needs.

- Researchers suggest to the Directorate General of Housing, Ministry of Public Works and Public Housing to pay attention to the skills or educational background of the employees that are by the placement of the employee. This is evidenced by the research results in the competency variable where the most dominant indicator is "the job received is by my expertise". So by placing employees in positions that match their educational background so that they can have a job desk that they control, it will increase employee job satisfaction at the Directorate General of Housing, Ministry of Public Works and Public Housing. One of the suggestions that the researcher is trying to convey is to continue to evaluate in each Directorate to find out that the placement of employees is by the expertise of each employee so that employees can complete work according to their expertise and their knowledge can be useful for the agency.

REFERENCES

- [1]. Colquitt, J.A., Jeffery, A.L., & Michael, J.W. (2015) *Organizational Behavior*. New York: McGraw-Hill.
- [2]. Cooper, D.R. & Pamela S.S. (2014), *Bussines Research Methods*, Edisi 12, New York : McGraw Hill.
- [3]. Fathonah & Ida, S.U. (2011). *Effect of Compensation, Career Development, Work Environment and Organizational Commitment on Job Satisfaction of Regional Secretariat Employees of Karanganyar Regency with Self Efficacy as Moderating Variable*. E-Journal STIAUB Vol 1 No 1. Surakarta.
- [4]. Ghozali, I. & Latan, H. (2015). *Concepts, Techniques, Applications Using Smart PLS 3.0 For Empirical Research*. BP Undip. Semarang.
- [5]. Hair, J.E. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. SAGE Publications, Inc. California. USA.
- [6]. Hasibuan, M.S.P. (2014). *Human Resource Management Prints* 14. Bumi Aksara. Jakarta.
- [7]. Hasibuan, M.S.P. (2017). *Human Resource Management Revised Edition*. Bumi Aksara. Jakarta.
- [8]. Hulland, J. (2016). *Use of Partial Least Squares (PLS) in Strategic Management Research: A Review of Four Recent Studies*. Strategic Management Jurnal.
- [9]. Inamizu, N. (2016). *Spurious Correlation between Work Environment and Job Satisfaction: An Office Move Case*. Annals of Business Administrative Science 15.
- [10]. Iswahyu, H. (2014). *The Effect of Conformity of Competence and Work Motivation on Employee Performance at the Regional Secretariat of Malang Regency*. Jurnal Eksekutif Vol 2 No 1.
- [11]. Kabungaidze, T., Nomakholwa, M. & Hlanganipai, N. (2013). *The Impact of Job Satisfaction and Some Demographic Variables on Employee Turnover Intentions*. Vol 4 No. 1. South Africa.
- [12]. Lidia, L. & Siagian, H. (2017). *The Effect of Work Motivation on Employee Performance through Job Satisfaction as a Mediation Variable for Employees PT. Borwita Citra Prima Surabaya*. AGORA Vol. 5 No. 1 Universitas Kristen Petra. Surabaya.

- [13]. Jackson, H.J. (2011). *Human Resource Management Edited 10*. Salemba Empat. Jakarta.
- [14]. Luthans, F. (2014). *Organizational behavior. (Translated by V.A Yuwono) Indonesian Edition*. Yogyakarta.
- [15]. Moeheriono. (2010). *Competency-Based Performance Measurement*. Ghalia Indonesia. Surabaya.
- [16]. Naibaho, H.F. & Veryco, S. (2011). *The Influence of Campus Environment on Students' Learning Motivation (Case Study of Pelita Harapan University Surabaya)*. Jurnal Manajemen Pemasaran Vol 5 No 1.
- [17]. Nitisemito, S. (2011). *Personnel Management Human Resource Management. Fifth Edition Fourth Printing*.
- [18]. Purnomo, A. (2018). *The Influence of Reward, Work Environment, and Competence on Employee Performance through Job Satisfaction of FIF Kotabumi Branch Employees*.
- [19]. Sedarmayanti. (2011). *Human Resource Management. Bureaucratic Reform and Civil Service Management, Fifth Edition*. PT Refika Aditama. Bandung.
- [20]. Sekaran, U. (2013). *Research Methods for Business*. Salemba Empat. Jakarta.
- [21]. Suparyadi. (2015). *Human Resource Management, Improving Competitive Advantage Based on HR Competence*. Jakarta.
- [22]. Uno, H. (2011). *Motivation Theory and It's Measurement*. PT Bumi Aksara Bandung PT Remaja Rosdaka Karya. Jakarta.
- [23]. Wibowo. (2013). *Behavior in Organization*. PT. Raja Grafindo Persada. Jakarta.
- [24]. Wong, K.K. (2013). *Partial Least Squares Structural Equation Modeling (PLS-SEM) Techniques Using SmartPLS*. Marketing Bulletin.