

Antecedents of Employee Performance in the East Kutai District Housing Office

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ABSTRACT: This study aims to prove the influence of transformational leadership, competence, communication and work motivation on job satisfaction and employee performance of the Residential Area Housing Office of East Kutai Regency. The data analysis used by the author is the Structural Equation Model (SEM). Hypothesis testing is done by multivariate analysis which is run through the SmartPLS program. The results showed that transformational leadership had a positive insignificant effect on job satisfaction, competence had an insignificant negative effect on job satisfaction, communication had an insignificant negative effect on job satisfaction, work motivation had a significant positive effect on job satisfaction, leadership had an insignificant positive effect on employee performance, competence has a positive and insignificant effect on employee performance, communication has a positive and insignificant effect on employee performance, work motivation has a significant positive effect on employee performance, job satisfaction has a significant positive effect on employee performance, leadership has an insignificant positive effect on employee performance through job satisfaction, competence has a significant positive effect on employee performance. no significant negative effect on employee performance through job satisfaction, communication has no significant negative effect on employee performance through job satisfaction rja, work motivation has a significant positive effect on employee performance through job satisfaction of the employees of the Residential Area Housing Office of East Kutai Regency.

KEY WORD: transformational leadership, competence, communication, work motivation, job satisfaction, employee performance

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I. INTRODUCTION

Employees as executors or operators but also as program planners or drafters are the spearhead of the success of an agency's program, so human resources are needed, in this case qualified employees and of course supported by the government of East Kutai Regency which has an orientation towards optimizing achieving the goals of improving East Kutai Regency as a whole. thorough. Based on the understanding that quality employees are needed, they are required to have performance that is right on target and according to needs. The challenge of achieving optimal performance is the difference in individual attitudes and behavior at work. This difference is one reason why employees show different levels of performance between regions.

Job satisfaction from employees is a matter that must be seriously considered by the government of East Kutai Regency, because if employees are satisfied or in other words these employees feel comfortable with their respective jobs, then there is no doubt that they will work wholeheartedly and will produce results. output that satisfies the government of East Kutai Regency. But when employees have tried their best and got good results, the East Kutai Regency government should not just sit idly by, because they need to be appreciated for their hard work, the organization should appreciate it by providing feedback that can make employees more enthusiastic about working.

Among the variables that influence job satisfaction and performance is motivation. Employee motivation can come from the need for money given, respect for himself, power that is responsible, and recognition for his work. External motivation can come from family and friends at work and superiors at work. The motivation given is divided into two, including positive and negative motivation. Positive motivation is a process when a person exerts influence in return for obtaining a prize, while negative motivation is influencing employees through power which is categorized as loss of recognition for work, money and positions obtained. Forms of motivation are divided into two, including intrinsic and extrinsic motivation. Intrinsic motivation is an encouragement that comes from oneself with manifestations of awareness about the meaning of work. Extrinsic motivation is a driving force that comes from outside oneself in the form of a condition to carry out work optimally.

The phenomenon that occurs is that the salary has been determined in accordance with a government decision, and the provisions for the type of program that must be carried out have been determined, but still there are employees who do not work according to the direction of the East Kutai Regency government. There is an alleged lack of communication between the government of East Kutai Regency and employees can have a bad influence on work motivation, which can cause: employee apathy, lack of enthusiasm at work, always hesitant to make decisions, this causes work not to go as expected. Providing motivation is very important, because organizational achievement is determined by the work of other people (subordinates). Organizations are expected to be able to create a conducive atmosphere, pay enough attention to subordinates, give awards for achievements obtained by employees, and build good communication with subordinates.

Factors that influence performance should be studied and studied carefully, which will have an impact on policy making and improvements as needed. The hope of the government of East Kutai Regency is to know the factors of job satisfaction so that performance improvement can be realized. With the aim of increasing performance, leaders and incentives are needed that are in accordance with the needs of the regions in East Kutai Regency.

Based on the results of interviews with several employees of the East Kutai Regency Residential Housing Service, it shows that employees still need coaching to increase their competence, so as to give birth to optimal performance. Marshall (2013) states that competence is something that cannot be generalized, this is because the characteristics differ from the specifics between individuals. In line with these revenues, Munro & Andrews (2004) competence is the main asset for sources of building and achieving excellence in a sustainable manner.

In addition to competence, communication issues are essential for an organization. The communication that occurred within the East Kutai Regency Housing and Settlement Office was felt to be not optimal. This can be seen from the occurrence of misperceptions in two-way communication between leaders and employees at the East Kutai Regency Residential Housing Office, so that satisfaction and performance cannot be realized optimally. Communication that exists is still hampered by the limited ability of employees to provide their aspirations or ideas for organizational improvement which is hindered by the availability of time for leaders to listen to their employees.

The lack of awareness, trust and enthusiasm for working together from employees has an impact on poor performance in achieving the objectives of optimizing the East Kutai Regency Residential Housing Office. Employees need great motivation. Involvement in internal decision-making is necessary so that any decisions made can be carried out. The example of a leader in carrying out organizational values will be a separate motivation for employees. Performance is a record of employee achievement against certain job requirements that can be measured and assessed. Williams (2010:75) states that performance can also be defined as all work results in job functions and specific activities in a certain period.

The phenomena that occur in the field indicate that the execution of employee performance is still not optimal because the work program for implementing activities at the East Kutai Regency Residential Housing Service is still experiencing setbacks or not according to the estimated time that has been set, so that the agency's goals are not achieved according to plan. The activity plan or activity implementation program in the form of reporting the results of an evaluation that should have been carried out for 1 month has suffered a setback of up to 3 months, this phenomenon occurs due to non-optimal employee performance, the underlying cause of this problem is also because employees feel dissatisfied with their current job This dissatisfaction occurs because employees do not have the ability to carry out their duties and responsibilities.

II. LITERATURE REVIEW

The Effect of Transformational Leadership on Satisfaction

The relationship between leadership and job satisfaction is based on path-goal theory, the influence of leader behavior on employee satisfaction depends on aspects of the situation, including job characteristics and employee characteristics (Yukl, 2010:77). Job satisfaction and leadership are the most important elements affecting the overall effectiveness of an organization. Positive influence between leadership on job satisfaction and employee performance. The existence of good communication between superiors and subordinates, interaction with superiors and participation involving subordinates in decision making affects employee satisfaction and performance. Leadership has a significant positive effect on job satisfaction. Leaders who can apply proper leadership will be able to satisfy their subordinates so that employees become more active at work so that employee performance can be formed. The above results can be drawn a common thread in an effort to increase job satisfaction through participatory leadership behavior. The influence of leadership on job satisfaction can be explained through empirical studies, research conducted by Saleem (2015), Andreani & Petrik (2016), Malik et al. (2017), Pratama (2016), Mangkunegara & Miftahuddin (2016), Mohammad et al. (2011), Qabool & Jalees (2017), Muslichah & Asrori (2018) state that leadership has a significant influence on

job satisfaction, in contrast to research conducted by Alonderiene & Majauskaite, (2015) states that leadership has an insignificant effect on job satisfaction work.

H1: Transformational leadership has a significant positive effect on job satisfaction of Employees of the Housing Office of Settlement Areas of East Kutai Regency.

The Effect of Competence on Job Satisfaction

Competence can affect job satisfaction, the more you have high competence, the higher employee job satisfaction will be. Employee competence as a characteristic of employee ability is needed to get good work results so as to lead to job satisfaction. The influence of Competence on Employee Job Satisfaction was stated by Bogner & Thomas (2014: 102) that Competence is a special skill possessed by an organization and knowledge that is directed to achieve a high level of satisfaction. Leaders who have relatively high job satisfaction and performance when they have good competence compared to workers who have low competence have patterns of job satisfaction and low performance as well. The effect of competence on job satisfaction can be explained through empirical studies, research conducted by Deswarta, (2017) states that competence has a significant influence on job satisfaction, in contrast to research conducted by Manik & Wiarah, (2014) states that competence has no effect significant to job satisfaction.

H2: Competence has a significant positive effect on job satisfaction of the Office of Housing for Settlement Areas of East Kutai Regency.

The Effect of Communication on Job Satisfaction

Schein (2017: 81) defines communication as the basic assumptions and beliefs shared by members of an organization. these assumptions and beliefs concern the group's views on the nature of time and scope, as well as the nature of people and relationships between people. Meanwhile Robbins (2018: 65) explains that communication is a system of shared meaning and control shared by members that differentiates their organization from other organizations. Robbins suggests that there are seven main characteristics in communication, namely: Innovation, Attention to task details, Result orientation, People orientation, Team orientation, Aggressiveness, Stability. Robbins (2018:66) explains that the founders of an organization can be the main source of communication. The vision and mission of the founders of the organization naturally had a large impact on the initial culture of the organization. this initial culture generally continues to develop until it becomes the shared meaning and control that characterizes the communication. Robbins further explained that the process of creating communication occurs in three ways, namely: First, the founders think and feel the strategy they are pursuing, second, the founders indoctrinate and socialize to their members about how to think and feel a strategy they are pursuing; Third, the founder's own behavior serves as a role model that encourages employees to identify with employees' beliefs, values, and assumptions. Based on the process of this occurrence, it appears that communication will have an impact on the behavior/performance of organizational members, because members think and feel the importance of internalizing communication in their behavior to achieve organizational goals. The effect of communication on job satisfaction can be explained through empirical studies, research conducted by Alvi et al. (2014), Bhalla et al., (2017), Belias et al. (2014) stated that communication has a significant effect on job satisfaction, in contrast to research conducted by Ahamed & Mahmood (2015), Zhang & Li (2013) stated that communication has no significant effect on job satisfaction.

H3: Communication has a significant positive effect on job satisfaction of Employees of the Housing Office of Settlement Areas of East Kutai Regency.

The Effect of Work Motivation on Job Satisfaction

Davis & Newstrom (2018: 100), in Dharma's translation, provides the understanding that job satisfaction shows compatibility between employee expectations that arise and the rewards provided by work, so job satisfaction is also closely related to the theory of justice, psychological agreement, and motivation. The impact of rewards and recognition, satisfaction with supervision and the work itself on job satisfaction. In addition, the relationship between job satisfaction and work motivation was also explored with the help of responses collected from employees working in public educational institutions in the Rawalpindi area. The results showed a significant positive relationship between rewards and recognition, satisfaction with supervision and the work itself with job satisfaction and a very positive and significant relationship was also observed between job satisfaction and intrinsic motivation, empirical findings which provide an understanding that job satisfaction has a positive and significant effect on work motivation. The influence of work motivation on job satisfaction can be explained through empirical studies, research conducted by Juniari et al. (2015), Almusaddar, Ramzan & Raju (2018), Hairuddin et al., (2017), Jusmin et al. (2016) states that work motivation has a significant effect on job satisfaction, in contrast to research conducted by Tarigan (2017), Suhermin (2016) states that work motivation has no significant effect on job satisfaction.

H4: Work motivation has a significant positive effect on job satisfaction of Employees of the Residential Area Housing Office of East Kutai Regency.

The Influence of Transformational Leadership on Performance

All leaders will always face three things: (1) the challenge of overcoming resistance to change; (2) intermediary for the needs of constituents, both from within and outside the organization; and (3) is responsible for establishing ethics or norms that demand the behavior of everyone in the organization. The role of such a strategic leader encourages many people to try to analyze various aspects to find the nature and form of leadership that is expected to contribute to the achievement of organizational goals. The nature and form of leadership in question is a leadership trait that is able to move the entire potential of the organization to achieve goals. The influence of leadership on performance can be explained through empirical studies, research conducted by Hurdzeu, (2015), Pratama (2016), Mangkunegara & Miftahuddin (2016), Qabool & Jalees (2017) states that leadership has a significant influence on performance, in contrast to research conducted by Saleem et al. (2020), Marnis (2012) states that leadership has no significant effect on performance.

H5: Leadership has a significant positive effect on the performance of the East Kutai Regency Residential Housing Service Employees.

The Effect of Competence on Performance

A success to be achieved by the organization is strongly influenced by the performance of its employees. Performance is the attainment or achievement of the tasks given to employees, because the progress of the organization is determined by the performance of all its employees. Performance is the result of a work process carried out by humans. High employee performance can be achieved if all elements within the organization are well integrated and able to carry out their roles in accordance with the needs and desires of customers and employees. Competence is said to be one of the factors that influence performance. Competence is needed to help organizations to create a high performance culture. The number of competencies used by human resources will improve performance. The performance and effectiveness of employees in carrying out their duties is largely determined by the competencies required by the field of work. If individual competence is in line with organizational competence then organizational goals can be achieved effectively. The effect of competence on performance can be explained through empirical studies, research conducted by Pramularso, (2018) states that competence has a significant effect on performance, in contrast to research conducted by Soetrismo & Gilang, (2018) states that competence has an insignificant effect on performance.

H6: Competence has a significant positive effect on the performance of the East Kutai Regency Residential Housing Office Employees.

Effect of Communication on Performance

Basically, humans or employees who are in organizational life try to determine and form something that can accommodate the interests of all parties, so that they can carry out their activities without conflicting with the various attitudes and behaviors of each individual. Something in question is the culture in which the individual exists, such as values, beliefs, assumptions, hopes and so on. Communication is a shared belief value that underlies organizational identity. Given that communication is an agreement with members in the organization so as to facilitate the birth of a broader agreement for the benefit of the individual. The primacy of communication is the controller and direction in shaping the attitudes and behavior of humans who are involved in an organizational activity. The effect of communication on performance can be explained through empirical studies, research conducted by Wambugu (2014), Ahmad (2012), Arianto (2013), Ehtesham, Muhammad & Muhammad (2011), Idris (2018) and Shahzad (2014) states that communication has a significant effect on performance, in contrast to the research conducted by Uddin et al. (2013) stated that communication has no significant effect on performance.

H7: Communication has a significant positive effect on the performance of the East Kutai Regency Residential Housing Office Employees.

The Effect of Work Motivation on Performance

Two things related to performance are the willingness or motivation of employees to work, which creates employee effort and the ability of employees to carry it out. Ability is inherent in a person and is innate and manifested in his actions at work, while motivation is a very important aspect to drive one's creativity and ability to do a job, and always be enthusiastic in carrying out the work. Employees are able to do the job and want to achieve maximum results in their work. The realization of maximum performance, it takes a boost to bring up the will and enthusiasm for work, namely with motivation. Motivation functions to stimulate the ability of employees so that maximum performance results will be created. The effect of work motivation on performance can be explained through empirical studies, research conducted by Wahyuni et al. (2019), Dewi &

Wibowo (2020), Kuswati (2020) stated that work motivation has a significant influence on performance, in contrast to the research conducted by Sutia et al. (2020), Wuryani et al. (2021) stated that work motivation has no significant effect on performance.

H8: Work motivation has a significant positive effect on the performance of Employees of the Housing Office of Settlement Areas of East Kutai Regency.

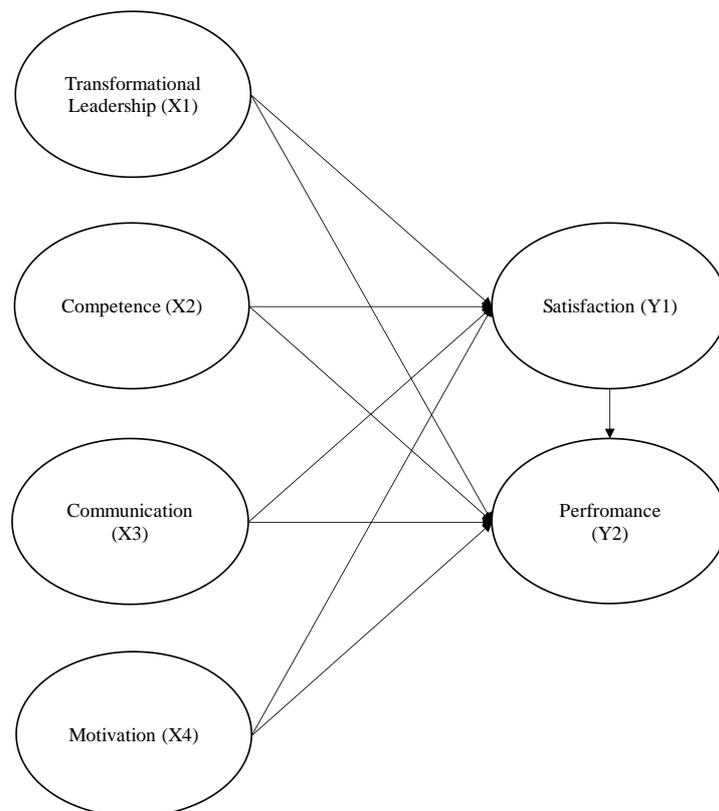
The Effect of Job Satisfaction on Performance

Job satisfaction is defined as a pleasant state or positive emotion that results from an appraisal of an employee's job or work experience. Job satisfaction results from employees' perceptions of how well their work provides what is considered important. Five aspects of job satisfaction are measured by the job description index, namely the work itself which is related to responsibility, interest and growth; quality of supervision related to technical assistance and social support; relations with co-workers related to social harmony and respect; promotion opportunities related to opportunities for further development; and payment related to adequate payment and perception of fairness (Luthans, 2012:101). The effect of job satisfaction on performance can be explained through empirical studies, research conducted by Mangkunegara & Miftahuddin (2016), Mazeed et al. (2019), Pongton & Suntrayuth (2019), Perjuangananin-Angin et al. (2020), Sumarni et al. (2019), Tampubolon (2016), Tho'in & Muliasari (2020), Diliantari & Dewi (2019) state that job satisfaction has a significant effect on performance, in contrast to research conducted by Andreani & Petrik (2016), Sulistiono et al. (2019) stated that job satisfaction has no significant effect on performance.

H9: Job satisfaction has a significant positive effect on the performance of the Employees of the Housing Office of Settlement Areas of East Kutai Regency.

Based on the formulation of hypotheses, the research model proposed by the authors is as shown in Figure 1.

Figure 1: Conceptual Framework



Source: Result of author's analysis, 2022

III. RESEARCH METHODOLOGY

The data in this study were obtained through a questionnaire in this study, In this study, the population consisted of all employees of the East Kutai District Housing Office. As for the sampling in this study, all employees of the East Kutai Regency Residential Housing Service as samples, this study used the census method, namely by setting the entire population as the research sample. The sample for this study was 60 Civil Servants of the East Kutai Regency Housing Office. The responses were sought using Likert's five-point scale. The relationship between variables in this study was analyzed using the Partial Least Square Structural Equation Modeling method (PLS-SEM). PLS-SEM is more suitable for identification of fewer problems, can use a much smaller and much larger sample, and is easier to construct formative and reflective constructs.

IV. RESULT AND DISCUSSION

Data Analysis

The first-stage model evaluation focuses on the measurement model. Examination of the PLS-SEM estimation for the measurement model allows the researcher to evaluate the reliability and validity of the constructs. In particular, multivariate measurement involves using multiple variables to measure a concept indirectly. Evaluation of the measurement model includes tests of internal consistency reliability, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods that can be used to measure reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide a lower estimated value so that PLS-SEM is recommended to use composite reliability. Indicator reliability on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs is a comparison to the value of the outer loading indicator associated with a construct where the required loading indicator value must be more than the cross loading value.

Table 1: Evaluation of Measurement Model

Indicators and Variables	Loadings	Composite Reliability	AVE	Cross Loading
X1.1 <- Transformational Leadership (X1)	0.889	0.940	0.725	Yes
X1.2 <- Transformational Leadership (X1)	0.832			
X1.3 <- Transformational Leadership (X1)	0.910			
X1.4 <- Transformational Leadership (X1)	0.913			
X1.5 <- Transformational Leadership (X1)	0.804			
X1.6 <- Transformational Leadership (X1)	0.747			
X2.1 <- Competence (X2)	0.716	0.903	0,702	Yes
X2.2 <- Competence (X2)	0.863			
X2.3 <- Competence (X2)	0.856			
X2.4 <- Competence (X2)	0.904			
X3.1 <- Communication (X3)	0.760	0.862	0.676	Yes
X3.2 <- Communication (X3)	0.837			
X3.3 <- Communication (X3)	0.866			
X4.10 <- Work Motivation (X4)	0.805	0.928	0.618	Yes
X4.3 <- Work Motivation (X4)	0.710			
X4.4 <- Work Motivation (X4)	0.863			

Indicators and Variables	Loadings	Composite Reliability	AVE	Cross Loading
X4.5 <- Work Motivation (X4)	0.834			
X4.6 <- Work Motivation (X4)	0.784			
X4.7 <- Work Motivation (X4)	0.811			
X4.8 <- Work Motivation (X4)	0.786			
X4.9 <- Work Motivation (X4)	0.682			
Y1.1 <- Job Satisfaction (Y1)	0.769	0.901	0.647	Yes
Y1.2 <- Job Satisfaction (Y1)	0.824			
Y1.3 <- Job Satisfaction (Y1)	0.648			
Y1.4 <- Job Satisfaction (Y1)	0.904			
Y1.5 <- Job Satisfaction (Y1)	0.853			
Y2.2 <- Employee Performance (Y2)	0.830	0.934	0.781	Yes
Y2.3 <- Employee Performance (Y2)	0.906			
Y2.4 <- Employee Performance (Y2)	0.902			
Y2.5 <- Employee Performance (Y2)	0.894			

Source: Calculated using SmartPLS, 2022

Hypothesis Test

After ensuring that the measurement model of the construct is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study is carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after resampling or bootstrapping 5,000 times. The statistical test used is the t test with a confidence level of 95% or a significance level of 5%. The hypothesis is accepted if the t value is more than the t-table value for the two-tailed test, namely 1,96. The results of bootstrapping procedur as shown in Table 2.

Based on Table 2, the results of hypothesis testing can be interpreted as follows:

1. Transformational leadership has no significant positive effect on job satisfaction of the Employees of the Housing Office of the East Kutai Regency. The results of this study mean that each increase in transformational leadership has been able to increase employee job satisfaction with an insignificant or insignificant increase. This is evidenced by the coefficient value of 0.151 (positive) and the t-statistic of $0.625 < 1.96$ and the p-value of $0.533 > 0.05$ (not significant).
2. Competence has no significant negative effect on job satisfaction of Employees of the Housing Office of Settlement Areas of East Kutai Regency. The results of this study mean that any increase in competence will reduce employee job satisfaction with a decrease that is not significant or not real. This is evidenced by the coefficient value of -0.164 (negative) and the t-statistic of $0.747 < 1.96$ and the p-value of $0.456 > 0.05$ (not significant).
3. Communication has no significant negative effect on job satisfaction of the Employees of the Housing Office of Settlement Areas of East Kutai Regency. The results of this study mean that any increase in communication will reduce employee job satisfaction with a decrease that is not significant or not real. This is evidenced by the coefficient value of -0.025 (negative) and the t-statistic of $0.186 < 1.96$ and the p-value of $0.853 > 0.05$ (not significant).
4. Work motivation has a significant positive effect on job satisfaction of Employees of the Housing Office of Settlement Areas of East Kutai Regency. The results of this study mean that any increase in work motivation has been able to increase employee job satisfaction with a significant or real increase. This is

- evidenced by a coefficient value of 0.851 (positive) and a t-statistic of $15.759 > 1.96$ and a p-value of $0.000 < 0.05$ (significant).
5. Leadership has no significant positive effect on the performance of Employees of the East Kutai Regency Residential Housing Office. The results of this study mean that each increase in transformational leadership has been able to improve employee performance with an insignificant or insignificant increase. This is evidenced by the coefficient value of 0.030 (positive) and the t-statistic of $0.174 < 1.96$ and the p-value of $0.862 > 0.05$ (not significant).
 6. Competence has no significant positive effect on the performance of Employees of the Housing Office of Settlement Areas of East Kutai Regency. The results of this study mean that each competency increase has been able to improve employee performance with the increase not being significant or not real. This is evidenced by the coefficient value of 0.094 (positive) and the t-statistic of $0.483 < 1.96$ and the p-value of $0.629 > 0.05$ (not significant).
 7. Communication has no significant positive effect on the performance of Employees of the East Kutai Regency Residential Housing Office. The results of this study mean that every increase in communication has been able to improve employee performance with the increase not being significant or not real. This is evidenced by a coefficient value of 0.022 (positive) and a t-statistic of $0.121 < 1.96$ and a p-value of $0.904 > 0.05$ (not significant).
 8. Work motivation has a significant positive effect on the performance of Employees of the Residential Area Housing Office of East Kutai Regency. The results of this study mean that any increase in work motivation has been able to improve employee performance with a significant or real increase. This is evidenced by a coefficient value of 0.412 (positive) and a t-statistic of $2.830 > 1.96$ and a p-value of $0.005 < 0.05$ (significant).
 9. Job satisfaction has a significant positive effect on the performance of the Employees of the Housing Office of Settlement Areas of East Kutai Regency. The results of this study mean that every increase in job satisfaction has been able to improve employee performance with a significant or real increase. This is evidenced by the coefficient value of 0.433 (positive) and the t-statistic of $2.850 > 1.96$ and the p-values of $0.005 < 0.05$ (significant).
 10. Leadership has no significant positive effect on employee performance through job satisfaction of employees of the East Kutai Regency Residential Housing Office. The results of this study mean that each increase in transformational leadership has been able to improve employee performance through job satisfaction with no significant or significant increase. Based on the results of this study job satisfaction has been able to become a mediating variable because it has a positive coefficient value. This is evidenced by a coefficient value of 0.065 (positive) and a t-statistic of $0.564 < 1.96$ and a p-value of $0.573 > 0.05$ (not significant).
 11. Competence has no significant negative effect on employee performance through work area of the East Kutai District Housing and Settlement Office employees. The results of this study mean that any increase in competence will reduce employee performance through job satisfaction with no significant or insignificant decrease. Based on the results of this study job satisfaction cannot be a mediating variable because it has a negative coefficient value. This is evidenced by the coefficient value of -0.071 (negative) and the t-statistic of $0.680 < 1.96$ and the p-value of $0.497 > 0.05$ (not significant).
 12. Communication has no significant negative effect on employee performance through job satisfaction of employees of the Housing Office of Settlement Areas of East Kutai Regency. The results of this study mean that any increase in communication will reduce employee performance through job satisfaction with no significant or insignificant decrease. Based on the results of this study job satisfaction cannot be a mediating variable because it has a negative coefficient value. This is evidenced by the coefficient value of -0.011 (negative) and the t-statistic of $0.165 < 1.96$ and the p-value of $0.869 > 0.05$ (not significant).
 13. Work motivation has a significant positive effect on employee performance through job satisfaction of employees of the East Kutai Regency Residential Housing Office. The results of this study mean that any increase in work motivation has been able to improve employee performance through job satisfaction with a significant or real increase. Based on the results of this study job satisfaction has been able to become a mediating variable because it has a positive coefficient value. This is evidenced by a coefficient value of 0.369 (positive) and a t-statistic of $2.829 > 1.96$ and a p-value of $0.005 < 0.05$ (significant).

Table 2.
Bootstrapping Results

<i>Direct Influence (Dirrect Effect)</i>				
The Value of Influence Between Variables	Original Sample	T Statistics	P Values	Information
Transformational leadershipof job satisfaction	0,151	0,625	0,533	Insignificant positives
Competence towards job satisfaction	-0,164	0,747	0,456	Insignificant negatives
Communication to job satisfaction	-0,025	0,186	0,853	Insignificant negatives
Work motivation towards job satisfaction	0,851	15,759	0,000	Significant positives
Lead to Employeeperformance	0,030	0,174	0,862	Insignificant positives
Competency on Employeeperformance	0,094	0,483	0,629	Insignificant positives
Communication to EmployeePerformance	0,022	0,121	0,904	Insignificant positives
Motivasi work on employeeperformance	0,412	2,830	0,005	Significant positives
Worksatisfaction with employeeperformance	0,433	2,850	0,005	Significant positives
<i>Indirrect Effect</i>				
The Value of Influence Between Variables	Original Sample	T Statistics	P Values	Information
Lead to employee performance through job satisfaction	0,065	0,564	0,573	Positive is not significant (job satisfaction can be a mediating variable)
Competencyof employeeperformance through employee job satisfaction	-0,071	0,680	0,497	Negative is insignificant (job satisfaction is not capable of being a mediating variable)
Communication to employee performance through job satisfaction	-0,011	0,165	0,869	Negative is insignificant (job satisfaction is not capable of being a mediating variable)
Motivasi work on employee performance through job satisfaction	0,369	2,829	0,005	Significant positive (job satisfaction can be a mediating variable)

Source: Calculated using SmartPLS, 2022

Discussion

Transformational leadership has no significant positive effect on job satisfaction of Employees of the Housing Office of Settlement Areas of East Kutai Regency. The results of this study mean that each increase in transformational leadership has been able to increase employee job satisfaction with an insignificant or insignificant increase.

The relationship between leadership and job satisfaction is based on path-goal theory, the influence of leader behavior on employee satisfaction depends on aspects of the situation, including job characteristics and employee characteristics (Yukl, 2010:77). Job satisfaction and leadership are the most important elements affecting the overall effectiveness of an organization. Positive influence between leadership on job satisfaction

and employee performance. The existence of good communication between superiors and subordinates, interaction with superiors and participation involving subordinates in decision making affects employee satisfaction and performance. Leadership has a significant positive effect on job satisfaction. Leaders who can apply proper leadership will be able to satisfy their subordinates so that employees become more active at work so that employee performance can be formed. The above results can be drawn a common thread to increase job satisfaction through participatory leadership behavior. The influence of leadership on job satisfaction can be explained through empirical studies, research conducted by Saleem (2015), Andreani& Petrik (2016), Malik et al. (2017), Pratama (2016), Mangkunegara&Miftahuddin (2016), Mohammad et al. (2011), Qabool& Jalees (2017), Muslichah&Asrori (2018) state that leadership has a significant influence on job satisfaction, in contrast to research conducted by Alonderiene&Majauskaite, (2015) states that leadership has an insignificant effect on job satisfaction work.

Competence has no significant negative effect on job satisfaction of Employees of the Housing Office of Settlement Areas of East Kutai Regency. The results of this study mean that any increase in competence will reduce employee job satisfaction with a decrease that is not significant or not real.

Competence can affect job satisfaction, the more you have high competence, the higher employee job satisfaction will be. Employee competence as a characteristic of employee ability is needed to get good work results so as to lead to job satisfaction. The influence of Competence on Employee Job Satisfaction was stated by Bogner & Thomas (2014: 102) that Competence is a special skill possessed by an organization and knowledge that is directed to achieve a high level of satisfaction. Leaders who have relatively high job satisfaction and performance when they have good competence compared to workers who have low competence have patterns of job satisfaction and low performance as well. The effect of competence on job satisfaction can be explained through empirical studies, research conducted by Deswarta, (2017) states that competence has a significant influence on job satisfaction, in contrast to research conducted by Manik&Wiarah, (2014) states that competence has no effect significant to job satisfaction.

Communication has no significant negative effect on job satisfaction of Employees of the Housing Office of Settlement Areas of East Kutai Regency. The results of this study mean that any increase in communication will reduce employee job satisfaction with a decrease that is not significant or not real.

Schein (2017: 81) defines communication as the basic assumptions and beliefs shared by members of an organization. these assumptions and beliefs concern the group's views on the nature of time and scope, as well as the nature of people and relationships between people. Meanwhile Robbins (2018: 65) explains that communication is a system of shared meaning and control shared by members that differentiates their organization from other organizations. Robbins suggests that there are seven main characteristics in communication, namely: Innovation, Attention to task details, Result orientation, People orientation, Team orientation, Aggressiveness, Stability. Robbins (2018:66) explains that the founders of an organization can be the main source of communication. The vision and mission of the founders of the organization naturally had a large impact on the initial culture of the organization. this initial culture generally continues to develop until it becomes the shared meaning and control that characterizes the communication. Robbins further explained that the process of creating communication occurs in three ways, namely: First, the founders think and feel the strategy they are pursuing, second, the founders indoctrinate and socialize to their members about how to think and feel a strategy they are pursuing; Third, the founder's own behavior serves as a role model that encourages employees to identify with employees' beliefs, values, and assumptions. Based on the process of this occurrence, it appears that communication will have an impact on the behavior/performance of organizational members, because members think and feel the importance of internalizing communication in their behavior to achieve organizational goals. The effect of communication on job satisfaction can be explained through empirical studies, research conducted by Alvi et al. (2014), Bhalla et al., (2017), Belias et al. (2014) stated that communication has a significant effect on job satisfaction, in contrast to research conducted by Ahamed & Mahmood (2015), Zhang & Li (2013) stated that communication has no significant effect on job satisfaction.

Work motivation has a significant positive effect on job satisfaction of Employees of the Housing Office of Settlement Areas of East Kutai Regency. The results of this study mean that any increase in work motivation has been able to increase employee job satisfaction with a significant or real increase.

Davis &Newstrom (2018: 100), in Dharma's translation, provides the understanding that job satisfaction shows compatibility between employee expectations that arise and the rewards provided by work, so job satisfaction is also closely related to the theory of justice, psychological agreement, and motivation. The impact of rewards and recognition, satisfaction with supervision and the work itself on job satisfaction. In addition, the relationship between job satisfaction and work motivation was also explored with the help of responses collected from employees working in public educational institutions in the Rawalpindi area. The results showed a significant positive relationship between rewards and recognition, satisfaction with supervision and the work itself with job satisfaction and a very positive and significant relationship was also observed between job satisfaction and intrinsic motivation, empirical findings which provide an understanding that job

satisfaction has a positive and significant effect on work motivation. The influence of work motivation on job satisfaction can be explained through empirical studies, research conducted by Juniari et al. (2015), Almusaddar, Ramzan & Raju (2018), Hairuddin et al., (2017), Jusmin et al. (2016) states that work motivation has a significant effect on job satisfaction, in contrast to research conducted by Tarigan (2017), Suhermin (2016) states that work motivation has no significant effect on job satisfaction.

Leadership has no significant positive effect on the performance of Employees of the East Kutai Regency Residential Housing Office. The results of this study mean that each increase in transformational leadership has been able to improve employee performance with an insignificant or insignificant increase.

All leaders will always face three things: (1) the challenge of overcoming resistance to change; (2) intermediary for the needs of constituents, both from within and outside the organization; and (3) is responsible for establishing ethics or norms that demand the behavior of everyone in the organization. The role of such a strategic leader encourages many people to try to analyze various aspects to find the nature and form of leadership that is expected to contribute to the achievement of organizational goals. The nature and form of leadership in question is a leadership trait that is able to move the entire potential of the organization to achieve goals. The influence of leadership on performance can be explained through empirical studies, research conducted by Hurduzeu, (2015), Pratama (2016), Mangkunegara&Miftahuddin (2016), Qabool& Jalees (2017) states that leadership has a significant influence on performance, in contrast to research conducted by Saleem et al. (2020), Marnis (2012) states that leadership has no significant effect on performance.

Competence has no significant positive effect on the performance of Employees of the East Kutai Regency Residential Housing Office. The results of this study mean that each competency increase has been able to improve employee performance with the increase not being significant or not real.

A success to be achieved by the organization is strongly influenced by the performance of its employees. Performance is the attainment or achievement of the tasks given to employees because the progress of the organization is determined by the performance of all its employees. Performance is the result of a work process carried out by humans. High employee performance can be achieved if all elements within the organization are well integrated and able to carry out their roles in accordance with the needs and desires of customers and employees. Competence is said to be one of the factors that influence performance. Competence is needed to help organizations to create a high-performance culture. The number of competencies used by human resources will improve performance. The performance and effectiveness of employees in carrying out their duties is largely determined by the competencies required by the field of work. If individual competence is in line with organizational competence, then organizational goals can be achieved effectively. The effect of competence on performance can be explained through empirical studies, research conducted by Pramularso, (2018) states that competence has a significant effect on performance, in contrast to research conducted by Soetrismo&Gilang, (2018) states that competence has an insignificant effect on performance.

Communication has no significant positive effect on the performance of Employees of the East Kutai District Housing Office. The results of this study mean that every increase in communication has been able to improve employee performance with the increase not being significant or not real.

Basically, humans or employees who are in organizational life try to determine and form something that can accommodate the interests of all parties, so that they can carry out their activities without conflicting with the various attitudes and behaviors of each individual. Something in question is the culture in which the individual exists, such as values, beliefs, assumptions, hopes and so on. Communication is a shared belief value that underlies organizational identity. Given that communication is an agreement with members in the organization so as to facilitate the birth of a broader agreement for the benefit of the individual. The primacy of communication is the controller and direction in shaping the attitudes and behavior of humans who are involved in an organizational activity. The effect of communication on performance can be explained through empirical studies, research conducted by Wambugu (2014), Ahmad (2012), Arianto (2013), Ehtesham, Muhammad & Muhammad (2011), Idris (2018) and Shahzad (2014) states that communication has a significant effect on performance, in contrast to the research conducted by Uddin et al. (2013) stated that communication has no significant effect on performance.

Work motivation has a significant positive effect on the performance of Employees of the East Kutai Regency Residential Housing Office. The results of this study mean that any increase in work motivation has been able to improve employee performance with a significant or real increase.

Two things related to performance are the willingness or motivation of employees to work, which creates employee effort and the ability of employees to carry it out. Ability is inherent in a person and is innate from birth and is manifested in his actions at work, while motivation is a very important aspect for driving one's creativity and ability to do a job, and always enthusiastic in carrying out the work. Employees are able to do the job and want to achieve maximum results in their work. The realization of maximum performance, it takes a boost to bring up the will and enthusiasm for work, namely with motivation. Motivation functions to stimulate the ability of employees so that maximum performance results will be created. The effect of work motivation on

performance can be explained through empirical studies, research conducted by Wahyuni et al. (2019), Dewi & Wibowo (2020), Kuswati (2020) stated that work motivation has a significant influence on performance, in contrast to the research conducted by Sutia et al. (2020), Wuryani et al. (2021) stated that work motivation has no significant effect on performance.

Job satisfaction has a significant positive effect on the performance of the East Kutai Regency Residential Housing Service Employees. The results of this study mean that every increase in job satisfaction has been able to improve employee performance with a significant or real increase.

Job satisfaction is defined as a pleasant state or positive emotion that results from an appraisal of an employee's job or work experience. Job satisfaction results from employees' perceptions of how well their work provides what is considered important. Five aspects of job satisfaction are measured by the job description index, namely the work itself which is related to responsibility, interest and growth; quality of supervision related to technical assistance and social support; relations with co-workers related to social harmony and respect; promotion opportunities related to opportunities for further development; and payment related to adequate payment and perception of fairness (Luthans, 2012:101). The effect of job satisfaction on performance can be explained through empirical studies, research conducted by Mangkunegara & Miftahuddin (2016), Mazeed et al. (2019), Pongton & Suntrayuth (2019), Perjuangananin-Angin et al. (2020), Sumarni et al. (2019), Tampubolon (2016), Tho'in & Muliastari (2020), Diliantari & Dewi (2019) state that job satisfaction has a significant effect on performance, in contrast to research conducted by Andreani & Petrik (2016), Sulistiono et al. (2019) stated that job satisfaction has no significant effect on performance.

Leadership has no significant positive effect on employee performance through job satisfaction of employees of the East Kutai Regency Residential Housing Office. The results of this study mean that each increase in transformational leadership has been able to improve employee performance through job satisfaction with no significant or significant increase. Based on the results of this study it can be seen that job satisfaction has been able to become a mediating variable because it has a positive coefficient value.

Job satisfaction is defined as a pleasant state or positive emotion that results from an appraisal of an employee's job or work experience. Job satisfaction results from employees' perceptions of how well their work provides what is considered important. Five aspects of job satisfaction are measured by the job description index, namely the work itself which is related to responsibility, interest and growth; quality of supervision related to technical assistance and social support; relations with co-workers related to social harmony and respect; promotion opportunities related to opportunities for further development; and payment related to adequate payment and perception of fairness (Luthans, 2012:101). The effect of job satisfaction on performance can be explained through empirical studies, research conducted by Mangkunegara & Miftahuddin (2016), Mazeed et al. (2019), Pongton & Suntrayuth (2019), Perjuangananin-Angin et al. (2020), Sumarni et al. (2019), Tampubolon (2016), Tho'in & Muliastari (2020), Diliantari & Dewi (2019) state that job satisfaction has a significant effect on performance, in contrast to research conducted by Andreani & Petrik (2016), Sulistiono et al. (2019) stated that job satisfaction has no significant effect on performance.

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Competence has no significant negative effect on employee performance through job satisfaction of employees of the East Kutai Regency Residential Housing Office. The results of this study mean that any increase in competence will reduce employee performance through job satisfaction with no significant or insignificant decrease. Based on the results of this study it can be seen that job satisfaction cannot be a mediating variable because it has a negative coefficient value.

Job satisfaction is defined as a pleasant state or positive emotion that results from an appraisal of an employee's job or work experience. Job satisfaction results from employees' perceptions of how well their work provides what is considered important. Five aspects of job satisfaction are measured by the job description index, namely the work itself which is related to responsibility, interest and growth; quality of supervision related to technical assistance and social support; relations with co-workers related to social harmony and respect; promotion opportunities related to opportunities for further development; and payment related to adequate payment and perception of fairness (Luthans, 2012:101). The effect of job satisfaction on performance can be explained through empirical studies, research conducted by Mangkunegara & Miftahuddin (2016),

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Communication has no significant negative effect on employee performance through job satisfaction of employees of the Housing Office of Settlement Areas of East Kutai Regency. The results of this study mean that any increase in communication will reduce employee performance through job satisfaction with no significant or insignificant decrease. Based on the results of this study it can be seen that job satisfaction cannot be a mediating variable because it has a negative coefficient value.

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Work motivation has a significant positive effect on employee performance through job satisfaction of employees of the East Kutai Regency Residential Housing Office. The results of this study mean that any increase in work motivation has been able to improve employee performance through job satisfaction with a significant or real increase. Based on the results of this study it can be seen that job satisfaction has been able to become a mediating variable because it has a positive coefficient value.

Job satisfaction is defined as a pleasant state or positive emotion that results from an appraisal of an employee's job or work experience. Job satisfaction results from employees' perceptions of how well their work provides what is considered important. Five aspects of job satisfaction are measured by the job description index, namely the work itself which is related to responsibility, interest and growth; quality of supervision related to technical assistance and social support; relations with co-workers related to social harmony and respect; promotion opportunities related to opportunities for further development; and payment related to adequate payment and perception of fairness (Luthans, 2012:101). The effect of job satisfaction on performance can be explained through empirical studies, research conducted by Mangkunegara & Miftahuddin (2016),

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V. CONCLUSION, LIMITATION AND FUTURE RESEARCH

Transformational leadership has no significant positive effect on job satisfaction of the Employees of the Housing Office of the East Kutai Regency. Competence has no significant negative effect on job satisfaction of Employees of the Housing Office of Settlement Areas of East Kutai Regency. Communication has no significant negative effect on job satisfaction of the Employees of the Housing Office of Settlement Areas of East Kutai Regency. Work motivation has a significant positive effect on job satisfaction of Employees of the Housing Office of Settlement Areas of East Kutai Regency. Leadership has no significant positive effect on the performance of Employees of the East Kutai Regency Residential Housing Office. Competence has no significant positive effect on the performance of Employees of the Housing Office of Settlement Areas of East Kutai Regency. Communication has no significant positive effect on the performance of Employees of the East Kutai Regency Residential Housing Office. Work motivation has a significant positive effect on the performance of Employees of the Residential Area Housing Office of East Kutai Regency. Job satisfaction has a significant positive effect on the performance of the Employees of the Housing Office of Settlement Areas of East Kutai Regency. Leadership has no significant positive effect on employee performance through job satisfaction of employees of the East Kutai Regency Residential Housing Office. Based on the results of this study job satisfaction has been able to become a mediating variable because it has a positive coefficient value. Competence has no significant negative effect on employee performance through job satisfaction of employees of the East Kutai Regency Residential Housing Office. Based on the results of this study job satisfaction cannot be a mediating variable because it has a negative coefficient value. Communication has no significant negative effect on employee performance through job satisfaction of employees of the Housing Office of Settlement Areas of East Kutai Regency. Based on the results of this study job satisfaction cannot be a mediating variable because it has a negative coefficient value. Work motivation has a significant positive effect on employee performance through job satisfaction of employees of the East Kutai Regency Residential Housing Office. Based on the results of this study job satisfaction has been able to become a mediating variable because it has a positive coefficient value.

From the results of the research, the leadership should continue to maintain the ability of the leadership in carrying out its duties which have been running effectively. This can be done in a way that if employees do not reach the activity targets or work programs that have been set, the leadership should provide direct direction regarding the problems faced, such as provide solutions based on work results that have been achieved previously and as well as openly discuss with employees regarding the constraints faced by using the experience that the leadership has gained. A comprehensive evaluation is needed regarding the problems faced related to time management, employees should be given measurable work targets without any dispensations or concessions for various reasons, so that the Employees of the Residential Area Housing Office of East Kutai Regency must be sure that employees are able to work hard in carrying out duties and responsibilities. Applications that can be made directly by employees are that employees should work harder to learn new things related to the problems they face and not hesitate to ask superiors or co-workers who understand the problems they are facing, and employees are able to apply knowledge or training received. Agencies should provide employee autonomy in the form of employee freedom to make decisions at work and be responsible for planning and implementing work, should solve these problems by completing work with measurable time estimates and include realistic targets so that employees are able to focus on completing work. This can be solved by making a checklist for each activity, both individually and as a team, so that work achievement can be measured optimally. Based on the results of the study work motivation, job satisfaction, transformational leadership, competence, communication have an influence on employee performance. to the

values applied by the agency to be able to improve the performance of the employees of the East Kutai Regency Residential Housing Office. Based on the observations of researchers in the field there is still a lack of tolerance for reminding each other of each work carried out by the leadership towards employees or fellow employees as the responsibility of employees, this is caused by the ongoing pandemic so that some employees take turns working from home, so that the leadership experiences the difficulty of making observations makes unfinished work in accordance with the provisions, therefore it is necessary to supervise by the leadership by delegating supervisory duties to parties who are able to carry out supervision so that employee performance increases followed by an increase in work motivation and job satisfaction provided by the Regency Residential Area Housing Office East Kutai to employees.

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