

The Effect of Placement, Work Environment, and Leadership on Performance Mediated Job Satisfaction

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Abstract

Purpose: This study aims to examine the influence of job placement, work environment, and leadership on job satisfaction and performance, both directly and indirectly, as well as to examine the influence of job satisfaction on personnel performance.

Methodology/approach: This study predominantly uses primary data obtained through questionnaires distributed to 46 respondents, namely personnel from the Riau Regional Police Public Relations Division. It was conducted using the SEM model with the SmartPLS program.

Results/findings: Job placement has no effect on job satisfaction, while work environment and leadership have a significant effect on job satisfaction. Job placement and leadership have no significant direct effect on performance, while work environment has a significant direct effect on performance. Job satisfaction has a significant effect on performance. Job placement has no effect on performance through job satisfaction.

Conclusions: Findings indicate that work environment and leadership significantly increase job satisfaction, which in turn positively impacts employee performance. Job placement, however, does not show a significant direct or indirect effect on performance through job satisfaction.

Contribution: The contribution of this research is to connect the media with the police and its role as a conveyor of information to the public through the mass media.

Limitation: This study was only conducted at one agency, namely the Riau Regional Police Public Relations Division, so the results cannot be generalized to other agencies, either within the police force in other regions or non-police organizations.

Keywords: *Job Satisfaction, Job Placement, Leadership, Performance, Work Environment*

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1. Introduction

Every organization often faces issues related to employee performance. Every leader in an organization strives to ensure that the activities carried out achieve the best results and are done effectively and efficiently. Therefore, the success of an organization greatly depends on the performance of the organization itself. Organizational performance is determined by the performance of its employees, who are the driving force behind the operation of the organization. Performance is the result produced by certain job functions or activities within a specified period of time (Huo & Jiang, 2023). This work

result is the outcome of abilities, skills, and achievements. According to Saepudin et al., (2024) employee performance refers to the ability of employees to perform certain tasks. Employee performance is crucial, as it reflects the ability of an employee to carry out the tasks assigned to them. Therefore, it is necessary to establish clear, measurable criteria that are collectively agreed upon to serve as a benchmark.

The Indonesian National Police (Polri) also seeks to be supported by high-quality human resources to ensure good performance. For Polri, having qualified, highly skilled, and professional personnel is essential for improving the quality of state administration, which ultimately leads to public satisfaction. This supports Polri's tasks, which are always closely related to individuals, groups, and the public, especially when dealing with vertical and horizontal conflicts, making Polri a public institution that is almost always under scrutiny, complaints, and sometimes praise. Thus, Polri is positioned as the primary source of information for the media, which tends to prioritize sensational news over substantial content.

Public Relations (PR) is part of the internal monitoring system and external publicity, reporting to the Regional Police Chief (Kapolda), and is tasked with carrying out public relations activities through managing and disseminating news or information, documentation, collaboration, and partnership with the media. It also carries out various tasks related to building a positive organizational image both internally and externally. The PR Division of the Riau Regional Police performs internal functions that include: 1) Training on PR activities within the Riau Police, 2) Data collection and processing, as well as the presentation of information and documentation of activities within the Riau Police, 3) General planning and administration, internal affairs management, and personnel and logistics management in the PR Division, 4) Monitoring and evaluating the PR program; external functions include: 1) General public information and unit coverage, 2) Coverage, monitoring, production, and documentation of information related to Polri's tasks (PR Division of Riau Regional Police, 2023).

In 2023, the performance of the PR Division of the Riau Regional Police in delivering news to the public, particularly in Riau, via online platforms such as Tribun News portal, Facebook, Twitter, and Instagram, showed that the news dissemination activities were still not optimal. Data from the pre-survey also revealed that there were no set standards for how much should be uploaded to Tribun News or social media to deliver news; personnel selected what they thought was viral news and presented it after receiving approval from the leadership. This represents a deficiency in the PR Division of the Riau Regional Police.

The rapid advancement of information technology in the mass media demands that Polri be able to provide information to various media outlets quickly (real-time), accurately, easily, and responsibly. However, this has not been fully achieved due to the heterogeneity in the quality of personnel, which is a fundamental issue that may hinder the realization of Polri's vision and mission. Furthermore, there is evidence of negative news circulating about the Riau Regional Police. Data obtained indicates there is a significant amount of negative news in the public regarding the Riau Regional Police, both in print media and online media.

With the enactment of Law No. 14 of 2008 on Public Information Disclosure, Polri, as a public institution, is required to provide and prepare information services, both requested and unrequested by the public. The public relations function of Polri is strategically necessary to build communication with the public, while simultaneously constructing a positive image for Polri's existence. This will foster mutual understanding and increase public trust by building a positive reputation for Polri. Among the factors that can influence performance, this study limits itself to the factors of job placement, work environment, and leadership.

Job placement is expected to contribute to the organization in addition to developing members' competencies. The suitability of job placement with one's field of expertise significantly affects the performance of members in the PR Division of the Riau Regional Police. From the pre-survey results, it was found that many personnel in the PR Division of the Riau Regional Police are placed in positions

unrelated to their educational background, as most of them have general educational backgrounds from the Police Academy (Akpól) or the National Police School (SPN). The incorrect placement of personnel, which is not based on competence and does not match the needs, will lead to conflicts related to their work, ultimately decreasing motivation and enthusiasm, resulting in a decline in performance.

According to a study Ramdani & Suratman, (2025) job placement has a positive and significant effect on employee performance. However, a study by [name] indicates that job placement has a negative effect on employee performance, and research by Simanjuntak & Edy, (2022) found that job placement does not have a significant effect on employee performance.

The second factor affecting performance is the work environment. The work environment consists of both physical and non-physical elements that are inherent in employees and cannot be separated to achieve good employee performance (Sjarifudin et al., 2025). The pre-survey data revealed deficiencies in the work environment in the PR Division of the Riau Regional Police. For example, the lack of filing cabinets has caused documents to be disorganized. Additionally, several essential tools and equipment for supporting PR personnel's work are either slightly or heavily damaged.

Both physical and non-physical work environments influence employee performance. A disorganized physical work environment with piled-up documents makes employees less comfortable working, and work facilities like tools that are damaged (whether slightly or severely) and not yet repaired or replaced hinder employees' ability to perform their tasks, ultimately causing suboptimal performance. Research by Umboh et al., (2022); Rahayu & Rushadiyati, (2021) shows that the work environment has a positive effect on employee performance.

The next factor affecting performance is leadership. The pre-survey results showed that the leadership of the PR Division of the Riau Regional Police allows employees a degree of freedom in completing their tasks. The lack of coordination from leadership is one of the complaints from the PR personnel. Members perform their duties, such as uploading news, based on what they deem important and viral, without any set standards from leadership, resulting in suboptimal performance in the PR Division of the Riau Regional Police.

On the other hand, creating job satisfaction within an organization is crucial. Low job satisfaction can lead to various negative consequences. Job satisfaction can be observed through the attitude of employees toward their work. One indication of job satisfaction is employee discipline in performing their tasks. Based on the problem background above, the research questions are formulated as follows:

1. How does job placement, the work environment, and leadership affect job satisfaction?
2. How does job placement, the work environment, and leadership directly affect employee performance?
3. How do job placement, the work environment, and leadership indirectly affect employee performance?
4. How does job satisfaction affect employee performance?

The objectives of this study are to examine and analyze:

1. The effect of job placement, the work environment, and leadership on job satisfaction of employees;
2. The direct effect of job placement, the work environment, and leadership on employee performance;
3. The indirect effect of job placement, the work environment, and leadership on performance;
4. To analyze the effect of job satisfaction on employee performance.

2. Literature Review and Hypothesis Development

2.1. Employee Performance Theory

Employee performance refers to the quality and quantity of work achieved by an individual in carrying out tasks according to the responsibilities assigned to them. Performance is the result that can be achieved by an individual or a group of people within an organization according to their respective authority and responsibilities in order to achieve the organization's goals legally, without violating the law, and in accordance with moral and ethical standards. Thus, performance is not only measured by

the results achieved, but also by adherence to applicable procedures and norms (Garibaldi & Hayati, 2023).

There are various factors that affect employee performance, ranging from abilities, skills, experience, motivation, discipline, to the work environment. Sedarmayanti, (2012), emphasizes that performance will be optimal when employees have competencies that match their job tasks and are supported by a conducive work environment. Additionally, leadership plays an important role in guiding, directing, and motivating employees to perform at their best. This shows that employee performance is influenced by both internal (individual) and external (organizational) factors. Employee performance plays a strategic role in achieving organizational goals. Rivai & Sagala, (2013), state that employee performance is one of the main indicators of an organization's success in achieving its vision and mission. Therefore, organizations need to pay attention to factors that can improve performance, whether through training, competency development, providing rewards, or creating a healthy work environment. With improved individual performance, organizations can collectively develop and compete sustainably.

2.2. Job Satisfaction Theory

Job satisfaction is the positive or negative feeling employees have towards their job, arising from evaluating various aspects of their work. According to Robbins & Judge, (2017), job satisfaction is an individual's general attitude towards their job, where individuals with high job satisfaction have positive feelings towards their work, while those dissatisfied have negative feelings. Thus, job satisfaction is an important factor that can influence motivation, discipline, and employee performance within an organization (Charwin & Setyawan, 2025).

The factors that influence job satisfaction are diverse. According to Ali et al., (2022), there are motivator (intrinsic) factors such as achievement, recognition, responsibility, and personal development that drive job satisfaction, as well as hygiene (extrinsic) factors such as working conditions, organizational policies, salary, and relationships with superiors or colleagues, which, if unmet, can lead to dissatisfaction. In other words, job satisfaction is influenced by both internal factors of employees and external organizational conditions.

Job satisfaction has direct implications for performance and the sustainability of the organization. Luthans, (2011) states that job satisfaction is closely related to productivity, job involvement, and organizational commitment. Employees who are satisfied with their jobs tend to show high loyalty, work enthusiasm, and strive to make the best contribution to their organization. Therefore, creating job satisfaction is an important strategy for organizations to enhance work effectiveness and retain high-quality human resources (Mukaramah & Sholahuddin, 2025).

2.3. Job Placement Theory

Job placement is the process of aligning an employee's abilities, skills, and interests with the job demands. According to Anggraheni et al., (2023), job placement is the process of assigning or filling a specific job position with the right person, considering their skills, abilities, and experience. In other words, job placement is a strategic step for organizations to maximize employee potential to achieve organizational goals. The alignment of employee competencies with job demands creates comfort, increases motivation, and fosters job satisfaction. According to Ramdani & Suratman, (2025), penempatan kerja yang sesuai dengan kemampuan dan keterampilan pegawai akan meningkatkan job placement that matches employees' abilities and skills improves productivity and reduces conflicts within the organization.

Conversely, mistakes in job placement can lead to dissatisfaction, decreased work enthusiasm, and even lower employee performance. Therefore, the principle of "the right man in the right place" is crucial in human resource management. Furthermore, job placement should also consider aspects of career development. Sutanto & Kurniawan, (2016), good job placement not only matches employees with the job but also provides opportunities for learning, development, and experience expansion. Therefore, job placement serves not only to fulfill organizational needs but also as a means of developing human

resources to become more professional, competitive, and able to contribute sustainably to the organization.

2.4. Work Environment Theory

The work environment is an important factor that influences comfort, motivation, and employee performance. According to Sedarmayanti, (2012), the work environment is the overall facilities and infrastructure surrounding employees while they perform their work, which can affect the execution of their tasks. The work environment can be physical, such as lighting, layout, air circulation, and cleanliness, as well as non-physical, such as relationships between employees, communication, and work culture. A good work environment provides a sense of safety and supports employees in working more productively.

Furthermore, according to Nitisemito, (2010), the work environment is everything around employees that can affect them in carrying out the tasks assigned to them. A conducive work environment is not only about physical aspects but also includes psychological and social aspects, such as harmonious relationships between employees and between superiors and subordinates. When a harmonious and comfortable work environment is created, employees will be more motivated and eager to complete their tasks optimally.

Gibson et al., (2012), also emphasized that the work environment can be a driving or inhibiting factor for achieving organizational goals. If the work environment is not supportive, such as having broken work facilities or disharmonious work relationships, this can reduce job satisfaction and decrease employee productivity. On the other hand, if the work environment is well-managed, employees will feel more valued and can improve their performance to the maximum. Therefore, creating a positive work environment is part of human resource management strategy to achieve organizational success.

2.5. Leadership Theory

Leadership is the ability of an individual to influence, direct, and motivate others to work together to achieve organizational goals. Leadership is the ability to influence a group toward the achievement of a vision or set of goals. Leadership is not only related to formal positions but also to an individual's ability to provide inspiration, direction, and motivation so that members of the organization are willing to work voluntarily and enthusiastically. Leadership is the process of influencing or setting an example for followers in an effort to achieve organizational goals. Effective leaders are able to provide clarity of vision, build good communication, and foster trust within the team. Without strong leadership, organizations often lose direction, which can reduce employee performance and hinder goal achievement.

Additionally Rachman et al., (2025) emphasized that leadership is the process of influencing others to understand and agree on what needs to be done and how to do it effectively, as well as facilitating individual and collective efforts to achieve common goals. This shows that leadership is not just about formal power but also about interpersonal skills, communication, and the ability to motivate organizational members. Therefore, leadership plays a crucial role in creating a conducive work climate and driving the achievement of organizational performance.

2.6. Hypothesis Development

2.6.1. The Effect of Job Placement, Work Environment, and Leadership on Job Satisfaction

Job placement that aligns with employees' competencies, educational background, and skills can improve comfort in working. Alignment between a job and an individual's abilities enhances self-confidence and job satisfaction. Conversely, misplacement can cause stress, role conflicts, and decrease job satisfaction. A conducive work environment, both physically and non-physically, can create a sense of safety, comfort, and encourage employees to work more productively. Effective leadership is characterized by the leader's ability to provide direction, motivation, and serve as a role model for subordinates. Studies by Riska & Wardhana, (2018) found that leadership style positively influences employee job satisfaction.

H1: Job placement, work environment, and leadership are believed to influence job satisfaction.

2.6.2. The Direct Effect of Job Placement, Work Environment, and Leadership on Performance

The alignment of job placement with employees' competencies will make it easier to achieve work targets. Performance is the result obtained from employees' abilities and skills in carrying out tasks. Previous studies Inrayani, Jam'an, & Rizal, (2024) support the idea that proper job placement improves employee performance. A supportive work environment provides comfort, safety, and motivates employees to work better. This is supported by studies by Harun, Alamsyah, Pracoyo, & Bagasworo, (2025), which found that the work environment significantly affects employee performance. Leadership plays a key role in creating a conducive work climate and motivating employees to achieve organizational goals. Fajrin, Putrie, Zain, Julianti, & Amalia, (2024) showed that leadership positively influences employee performance.

H2: Job placement, work environment, and leadership directly affect performance.

2.6.3. The Indirect Effect of Job Placement, Work Environment, and Leadership on Employee Performance

Job satisfaction acts as a mediator linking the effects of job placement, work environment, and leadership on performance. This aligns with Herzberg's motivation theory, which states that job satisfaction is an important factor in improving employee performance. Wagiman & Sutanto, (2019) study shows that job satisfaction can mediate the relationship between organizational variables and performance. Employee performance in an organization is not only directly influenced by job placement, work environment, and leadership, but it can also be shaped through job satisfaction as a mediating variable. Herzberg's two-factor motivation theory explains that job satisfaction arises from motivator factors (achievement, recognition, the work itself, responsibility, and personal development), which ultimately impact employee performance. Thus, appropriate job placement, a conducive work environment, and effective leadership will create higher job satisfaction, which in turn improves employee performance.

Job placement that aligns with employees' competencies is expected to improve job satisfaction because employees feel that their work matches their abilities. However, several previous studies have yielded inconsistent results. Anggraheni et al., (2023) found that job placement positively affects performance, while Wiyatna & Kisman, (2024) found negative or insignificant effects. Therefore, the role of job satisfaction as a mediator is important to explain these inconsistent relationships. A comfortable, safe, and supportive work environment, both physically and non-physically, will improve job satisfaction, which then impacts performance. Studies by Gani et al., (2022); Hakim et al., (2022) emphasize that the work environment positively affects performance, especially when linked to employee job satisfaction.

Effective leadership can create motivation, a sense of being valued, and work support, which increases job satisfaction. This satisfaction then motivates employees to work more optimally. This aligns with leadership theory Tian et al., (2023) and studies by Hakim et al., (2022); Bari & Matnin, (2021) which found that leadership positively influences performance through job satisfaction as a mediating variable.

H3: There is an indirect effect of job placement, work environment, and leadership on employee performance.

2.6.4. The Effect of Job Satisfaction on Performance

Job satisfaction is an important factor that influences employee performance. Job satisfaction is an individual's general attitude toward their job, reflecting the extent to which an individual feels happy or unhappy in their work. Employees who are satisfied with their job tend to have high loyalty, enthusiasm for completing tasks, and provide optimal contributions to the organization. Studies Virsal & Lada, (2025) explains that job satisfaction arises from motivator factors such as achievement, recognition, and responsibility.

When these motivator factors are fulfilled, employees feel satisfied, and this satisfaction will enhance their performance. Thus, it can be understood that job satisfaction not only affects employees' psychology but also has a real impact on achieving targets and organizational effectiveness. Empirical research also supports the positive relationship between job satisfaction and performance. For example,

research by Halimah, Darka, & Saputra, (2024) found that the higher the job satisfaction, the higher the performance. However, job satisfaction does not always significantly affect performance, suggesting that other variables may moderate this relationship.

H4: Job satisfaction has a positive effect on performance.

3. Methodology

This type of research is a descriptive quantitative study that involves data collection to test hypotheses or answer questions regarding the current status of the subjects, and the nature of the research is explanatory. The study was conducted at the Riau Regional Police (Polda Riau), specifically in the Public Relations Division, located on Jalan Patimura, Pekanbaru. The data for this research consists of both primary and secondary data, which were obtained through questionnaires, interviews, observations, and documentation studies. The population in this study consists of the personnel of the Public Relations Division at Polda Riau, totaling 46 personnel, all of whom were used as the sample.

Data analysis was performed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach. Path analysis is a further development of multiple regression and bivariate analysis. Path analysis aims to test regression equations that involve both exogenous and endogenous variables simultaneously, allowing for the testing of mediating/intervening variables. Based on sufficient theory, the researcher will determine which variables will be treated as endogenous constructs and which will be exogenous variables. The structural equations can be written as follows:

$$Z = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon_1 \text{ dan } Y = \beta_4 X_1 + \beta_5 X_2 + \beta_6 X_3 + \beta_7 X + \varepsilon_2$$

Information:

Y = Personnel Performance

Z = Job Satisfaction

X₁ = Job Placement

X₂ = Work Environment

X₃ = Leadership

ε₁ dan ε₂ = Error Term

β₁ s/d β₇ = Coefficients Regression

A summary of the rule of thumb for evaluating the measurement model with reflective indicators can be seen in the following:

Table 1. Rule of Thumb for Evaluating the Measurement Model with Reflective Indicators

Validity and Reliability	Parameter	Rule of Thumb
Validity Convergent	Loading Factor	> 0,70 for confirmatory research > 0,60 for confirmatory and exploratory research
	Average Variance Extracted (AVE)	> 0,50 for confirmatory and exploratory research
	Communality	> 0,50 for confirmatory and exploratory research
Validity Discriminant	Cross Loading	> 0,70 for each variable
Reliability	Cronbach's Alpha	> 0,70 for confirmatory research > 0,60 still acceptable for exploratory research
	Composite Reliability	> 0,70 for confirmatory research 0,60-0,70 still acceptable for exploratory research

Source: Adopted from Chin (1998), Chin (2010), Hair et al. (2011), Hair et al. (2012)

Next, the structural model (Inner Model) is evaluated. When assessing the structural model with PLS, the evaluation starts by looking at the R-squared value for each endogenous latent variable as the predictive power of the structural model. Its interpretation is similar to the interpretation in OLS

regression. Changes in the R-squared value can be used to explain the influence of endogenous latent variables and whether they have a substantive impact. R-squared values of 0.75, 0.50, and 0.25 can be interpreted as indicating strong, moderate, and weak models, respectively. The results of the PLS R-squared represent the amount of variance of the construct explained by the model. The magnitude of the influence can be calculated using the following formula:

$$F^2 = \frac{R^2_{included} - R^2_{excluded}}{1 - R^2_{Included}}$$

Where: R2included and R2excluded are the R-squared values of the endogenous latent variables when predictor latent variables are included or excluded from the structural equation. To determine the predictors of an endogenous construct, the baseline model can be used to compare two or more additional latent variables. We can use the F-test with the following formula:

$$F = \frac{\frac{R_2^2 - R_1^2}{k_2 - k_1}}{\frac{1 - R_2^2}{N - k_2 - 1}}$$

Where; k2-k1, N-k2-1 are the degrees of freedom, R12 is the baseline model, R22 is the superset model with the additional latent variables, k1 is the number of predictors for the baseline model, k2 is the number of predictors for the superset model, and N is the sample size.

In addition to examining the R-squared value, the PLS model evaluation can also be performed with predictive relevance, often referred to as predictive sample reuse, developed by Stone (1974) and Geisser (1975). This approach is adapted in PLS using the blindfolding procedure with the following formula:

$$Q^2 = 1 - \frac{\sum_D E_D}{\sum_D O_D}$$

Where, D is the omission distance, E is the sum of squares of the prediction error, and O is the sum of squares errors using the mean for prediction. The change in this provides a relative impact on the structural model, which can be measured by:

$$q^2 = \frac{Q^2_{included} - Q^2_{excluded}}{1 - Q^2_{included}}$$

Hair et al. (2011) and Henseler et al. (2009) recommend a number of bootstrap samples of 5000, with the note that the number of samples should be greater than the original sample size. However, some literature (Chin (2003; 2010a)) suggests that a number of bootstrap samples between 200-1000 is sufficient to correct the standard error estimates in PLS.

4. Results and Discussion

4.1. Descriptive Analysis of Research Variables

The research conducted at the Public Relations Division of the Riau Regional Police (Polda Riau) shows that, based on respondents' feedback regarding job placement, the general assessment indicates that job placement at the Public Relations Division of Polda Riau is still categorized as "Inadequate." Several indicators, such as educational background and education level, show a mismatch between the personnel's qualifications and the job responsibilities. However, regarding technical skills, respondents assessed that these are relatively well-aligned, such as the ability to use work equipment, follow procedures, analyze data, work in teams, and knowledge of public relations work techniques. This finding suggests that, despite weaknesses in matching educational background with work effectiveness, employees are generally able to adapt to procedures, technical tasks, and teamwork. Therefore, job

placement in the Public Relations Division of Polda Riau needs improvement by aligning qualifications and competencies with job tasks to optimize employee productivity and performance.

Respondents' feedback on the work environment variable falls into the "Good" category. This indicates that, in general, the work environment at the Public Relations Division of Polda Riau supports the employees' job performance. The most prominent indicators are air circulation, the sense of safety at work, and harmonious relationships with both colleagues and superiors, which reflect a conducive work atmosphere. Meanwhile, the workspace arrangement is also rated as good, although the availability of computers is only rated as fairly good, indicating this area needs improvement. Respondents' feedback on the leadership variable received a "Good" rating. This shows that leadership at the Public Relations Division of Polda Riau is considered effective in managing functions such as planning, coordination, supervision, and evaluation. This finding suggests that leadership is functioning as expected, although improvements in coordination and supervision effectiveness are still necessary for better task execution.

Next, the assessment of job satisfaction also received a "Good" rating. This indicates that, in general, personnel at the Public Relations Division of Polda Riau are satisfied with their jobs. The highest-rated indicators were related to promotion policies in public relations and the feeling of never getting bored working in public relations, which reflects high work motivation and a positive perception of career opportunities. Additionally, satisfaction is also evident in aspects such as promotion opportunities, salary systems, and satisfaction with the job itself. However, the recognition of employees who perform well and the punctuality of salary payments received relatively lower scores, though still within the "Good" category, indicating that these aspects can be improved further. Overall, the findings suggest that job satisfaction among personnel is adequately maintained, though there is room for improvement, particularly in the areas of reward systems and consistency in payroll management.

Based on the respondents' feedback regarding the performance variable, the rating received was "Good." This indicates that the performance of personnel at the Public Relations Division of Polda Riau is adequate in supporting the organization's task execution. The highest-rated indicators are accurate information and minimal errors in job execution, which reflect the employees' precision and reliability in performing tasks. Furthermore, aspects such as task completion on schedule and the ability to work according to targets were also rated as good, indicating effective time management and work productivity. Readiness to take on risks and providing up-to-date information showed adequate performance, although the up-to-date information aspect was relatively lower than other indicators, signaling that improvement is needed. Overall, the findings indicate that the performance of public relations personnel is good, but optimization of the information updating aspect could be improved to better support the dynamic demands of public relations work.

4.2. Model Testing Results

Based on the data processing results, the R-square value for this research model was obtained, as shown in Figure 1 below:

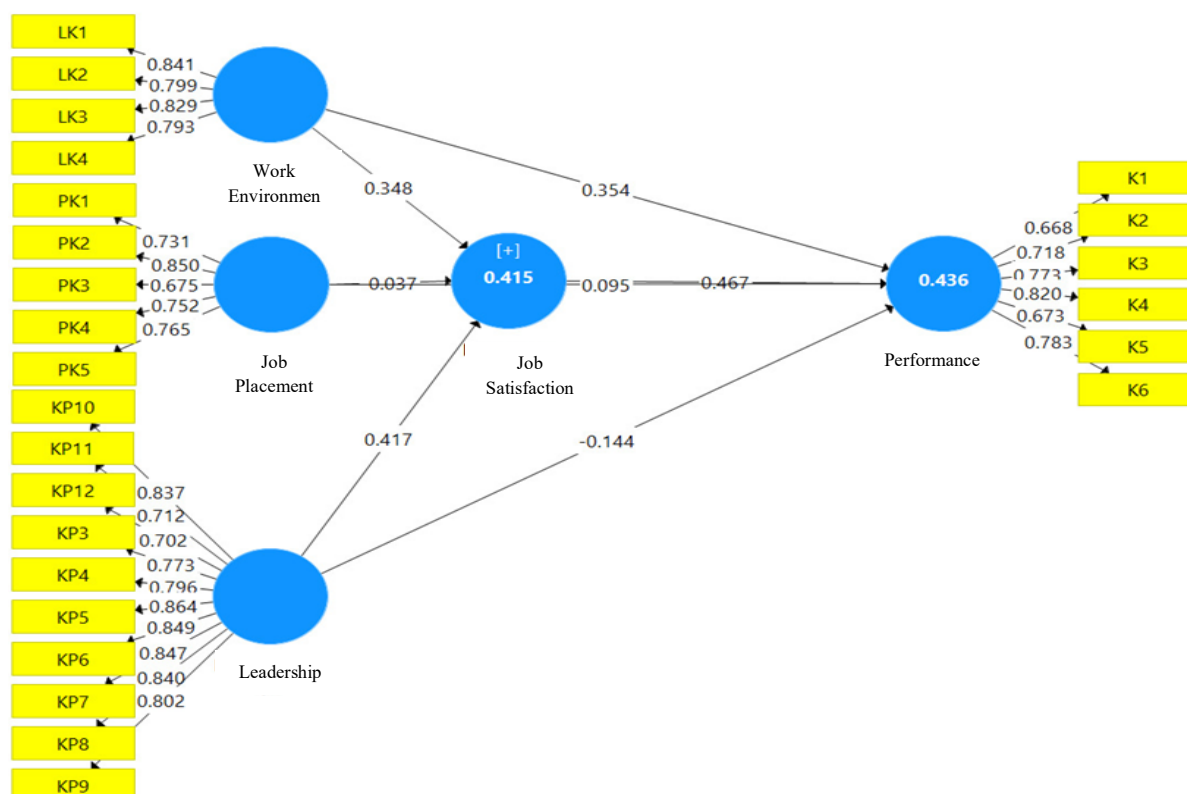


Figure 1. Coefficient of Determination (R-Square)
Source: Data Processing Results

The R-square value from the path to the dependent variable, job satisfaction of personnel in the Public Relations Division of Polda Riau, is 0.415. This means that job placement, leadership, and work environment can explain 41.5% of the dependent variable, job satisfaction, while the remaining 58.5% is determined by other variables not included in the research model. The R-square value for the path to the dependent variable, performance, is 0.436, meaning that job placement, leadership, work environment, and job satisfaction can explain 43.6% of performance changes, and the remaining 56.4% is determined by other variables outside the model. Based on the data processing results, it can be concluded that the variables analyzed in this study and the structure of the model are good, meaning that the selection of dependent and independent variables is appropriate. However, the moderating variable, job satisfaction, still plays a weak role in mediating.

4.3. Hypothesis Testing Results

At this stage, hypothesis testing is conducted for the hypotheses proposed in this study. Both direct and indirect effect tests are carried out by examining the p-value and the regression coefficient for each path of the hypothesis. The results of the hypothesis testing in the path model are presented in Table 2.

Table 2. Hypothesis Testing Results

Construct	Direct Effect	Indirect Effect	P-Values	Decision
Work Environment → Job Satisfaction	0,348**		0,002	Supported
Job Placement → Job Satisfaction	-0,037		0,834	Not Supported
Leadership → Job Performance	0,417**		0,001	Supported
Work Environment → Performance	0,354*		0,050	Supported
Job Placement → Performance	0,095		0,516	Not Supported
Leadership → Performance	-0,144		0,376	Not Supported
Job Satisfaction → Performance	0,467**		0,004	Supported

Work Environment → Job Satisfaction → Performance		0,163*	0,041	Supported
Job Placement → Job Satisfaction → Performance		-0,017	0,846	Not Supported
Leadership → Job Satisfaction → Performance		0,195*	0,021	Supported
R ²	0,415	0,436		
Obs	46	46		

Source: Data Processing Results

4.3.1. Hypothesis Testing Results

The results of the hypothesis testing show that the work environment significantly influences job satisfaction ($\beta = 0.348$; $p = 0.002$). This means that the better the working conditions, the higher the job satisfaction of the Public Relations personnel at Polda Riau. This finding is consistent with Herzberg's theory of hygiene factors, where work environment conditions (air circulation, comfort of workspaces, harmonious relationships with colleagues and superiors) are important factors in creating satisfaction. Previous studies by Pentury & Usmany, (2023) also show that a conducive work environment significantly increases employee satisfaction.

On the other hand, job placement does not significantly affect job satisfaction or performance ($\beta = -0.037$; $p = 0.834$ and $\beta = 0.095$; $p = 0.516$). These results indicate that the placement of personnel in the Public Relations Division of Polda Riau is not entirely based on their educational background and competencies. This is in line with descriptive data showing that most respondents rated job placement as "inappropriate" in relation to their education and skills. According to Sundari & Zurnali, (2024), appropriate placement can increase motivation and job satisfaction, but when it is mismatched, it leads to dissatisfaction. Job placement positively affected satisfaction, may be due to contextual factors such as the job rotation pattern and promotion system in the police force, which differ from those in civilian organizations.

The leadership variable has a significant effect on job satisfaction ($\beta = 0.417$; $p = 0.001$), but does not directly affect performance ($\beta = -0.144$; $p = 0.376$). This indicates that good leadership first improves job satisfaction, which then drives performance improvement. This finding is relevant to House's (1971) path-goal theory, which emphasizes that leaders serve as facilitators to create satisfaction in work so that subordinates are motivated to achieve high performance. Adam & Efni, (2021) also supports this finding, demonstrating that the impact of leadership on performance is stronger when mediated by job satisfaction.

The job satisfaction variable was found to have a significant effect on performance ($\beta = 0.467$; $p = 0.004$). This means that the higher the level of job satisfaction felt by employees, the more optimal their performance will be. This supports Vroom's (1964) Job Satisfaction-Performance hypothesis, which states that satisfaction is a major driving factor influencing the achievement of work targets. Gunarti & Lestari, (2025) also found a significant positive relationship between job satisfaction and employee productivity.

From a mediation perspective, it was found that both the work environment and leadership have a significant effect on performance through job satisfaction ($\beta = 0.163$; $p = 0.041$ and $\beta = 0.195$; $p = 0.021$). This shows that both the work environment and leadership will only have a maximum impact on performance if they first improve job satisfaction. These findings underscore the role of job satisfaction as an important intervening variable in this research model. Meanwhile, job placement through job satisfaction does not have a significant effect on performance ($\beta = -0.017$; $p = 0.846$), which further demonstrates the weak role of placement in this context.

Overall, the coefficient of determination (R^2) value indicates that the research model can explain 41.5% of the variation in job satisfaction and 43.6% of the variation in performance. This number falls within the moderate category for organizational behavior research, meaning there are still other factors outside of this study, such as organizational culture, reward systems, and workload, that also affect job satisfaction and performance. Therefore, it can be concluded that the work environment and leadership

are dominant factors that directly improve job satisfaction, while job satisfaction itself plays a key role in strengthening the influence of these variables on the performance of the Public Relations personnel at Polda Riau.

5. Conclusions

5.1. Conclusion

This study concludes that:

1. Job placement does not have a positive and significant effect on job satisfaction among the Public Relations personnel of Polda Riau. The work environment has a positive and significant effect on job satisfaction. Leadership has a positive but weak effect on job satisfaction among the Public Relations personnel of Polda Riau;
2. Job placement through job satisfaction does not have a significant positive effect on performance among the Public Relations personnel of Polda Riau. This means that better placement does not necessarily improve satisfaction or performance. Here, it can be explained that job satisfaction does not act as a moderating or reinforcing variable between job placement and personnel performance;
3. The work environment through job satisfaction has a positive and significant effect on performance among the Public Relations personnel of Polda Riau;
4. Leadership through job satisfaction has a positive and significant effect on performance among the Public Relations personnel of Polda Riau.

5.2. Limitations and Future Research

1. The limitations of this study include:
2. This study was conducted in only one institution, namely the Public Relations Division of Polda Riau, so the results cannot be generalized to other institutions, either within the police force in other regions or in non-police organizations;
3. Data was collected through self-reported questionnaires, which may introduce subjective bias from respondents, such as social desirability bias or a tendency to respond normatively;
4. This study only examines the variables of job placement, work environment, and leadership with job satisfaction as a mediating variable. Employee performance can be influenced by other factors, such as motivation, competence, organizational culture, or reward systems;
5. The study used a cross-sectional design, which only represents the relationship between variables at a specific point in time. This design does not capture long-term changes or influences.
6. Future research could:
7. Expand the research subject to other units within Polda Riau or police institutions in other provinces to obtain a more comprehensive picture;
8. Include other relevant variables, such as motivation, organizational culture, competence, workload, and reward systems, which could also affect job satisfaction and performance;
9. Use a longitudinal design to examine the dynamics of relationships between variables over time, providing a stronger understanding of causality.

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