

The Influence of Work Environment and Job Placement on Employee Performance Mediated by Job Satisfaction in the Regional Secretariat Protocol in Banten Province

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Abstract

The declining performance of protocol staff at the Regional Secretariat in Banten Province in recent years has become a strategic issue that requires further investigation. Factors such as mismatched job placements, lack of professional training, and an uncondusive work environment have contributed to the decline in the quality of public services. This study aims to analyse the influence of the work environment and job placement on employee performance with job satisfaction as a mediating variable. The method used was a quantitative approach with an explanatory research design. The study population included all ASN protocol employees, with a sample of 66 respondents. Data were collected using a Likert-scale questionnaire that had been tested for validity and reliability. Data analysis used Partial Least Squares-Structural Equation Modelling (PLS-SEM) to examine direct and indirect relationships between variables. The research results show that the work environment has a significant positive effect on employee job satisfaction and performance. Job placement according to competencies also has a significant positive effect on both. Job satisfaction has been shown to partially mediate the relationship between the work environment and job placement on performance. In conclusion, performance improvements can be achieved through improved facilities, supportive environmental arrangements, and competency-based placement. The practical implication is strengthening human resource management policies that emphasize training, appropriate placement systems, and improving the quality of the work environment to boost performance and the quality of public services.

Keywords: Work environment, job placement, job satisfaction, protocol performance

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INTRODUCTION

The Regional Secretariat is an element of the regional government, led by the Regional Secretary, who reports directly to the regional head. The regional secretariat's primary task is to assist the regional head in coordinating the implementation of regional apparatus tasks, such as formulating policies and administering regional government. In exercising its authority, the regional secretariat serves as a cross-sector coordination centre, requiring high work effectiveness, strong coordination, and optimal apparatus performance (H. Xiao et al., 2024).

An indicator of an organization's success, particularly in the regional government environment, is employee performance. The regional secretariat, the administrative heart of government, plays a crucial role in supporting the administration. The productivity and effectiveness of its employees significantly impact the achievement of regional strategic objectives. However, in recent years, there have been indications of declining employee performance within the Regional Secretariat (Warongan et al., 2022). The following data shows the declining performance of Regional Secretariat employees from 2019 to 2023, as explained in figure 1

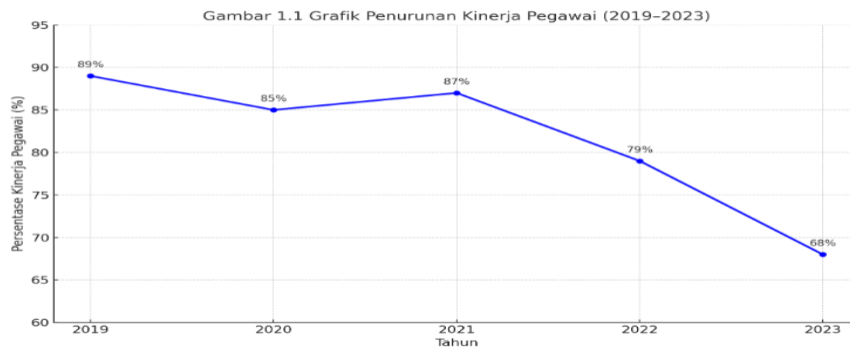


Figure 1 Graph of Employee Performance Decline (2019-2023)

(Source: Internal Survey of BKPSDM & Organizational Section of Pandeglang Regional Secretariat, 2023)

Figure 1 illustrates the declining trend in employee performance within the Pandeglang Regency Government over the past five years. The BKPSDM measures employee performance based on several key indicators, namely the achievement of Employee Performance Targets (SKP), which encompass all matters related to protocol work achievements. In addition, participation in competency development, innovation and initiative in work, administrative compliance, and evaluations from direct superiors are also part of the overall performance assessment. These indicators are used to ensure employee effectiveness and accountability in supporting organizational performance.

Based on the results of the 2023 Internal Survey of the BKPSDM and the Organizational Section of the Pandeglang Regional Secretariat, in 2019, employee performance was recorded at a relatively high 89%, reflecting relatively stable working conditions with optimal target achievement. However, in 2020, there was a decline to 85%, which can be attributed to the initial impact of the COVID-19 pandemic which affected work effectiveness, discipline, and adaptation to new work systems (work from home, digitalization, and limited direct interaction). Interestingly, 2021 showed a slight recovery with performance increasing to 87%, which was most likely due to the stabilization of employee adaptation to online work systems and the resumption of virtual training and competency development activities. However, after that year, the graph shows a drastic and consistent decline. In 2022, performance dropped significantly to 79%, and further declined in 2023 to 68%, the lowest figure in the last five years. This decline indicates structural problems in performance management, such as weakened discipline, lack of motivation, low participation in competency development, and limited innovation in the work environment (Ndiango et al., 2024).

In the regional secretariat, employee performance is crucial to the organization's success in carrying out its duties as a driving force for regional government. Factors such as the work environment and job placement significantly influence employee productivity. A conducive work environment can foster comfort and a positive work ethic, while job placement that aligns with competencies can increase employee effectiveness and efficiency in carrying out their duties. Failure to meet these two criteria can hinder organizational performance (Afonso et al., 2023).

Discussing the decline in secretariat employee performance certainly involves various key elements in the implementation of government activities in accordance with the performance achievements of the central government. One key element in regional secretariat activities is holding meetings to determine policies, review, analyze, implement diplomatic activities and others. The regional secretariat is tasked with assisting the regional head in running the government, administration and coordination (Apendi et al., 2025). In its implementation, the regional head is involved in many ceremonial activities, formal meetings, and official visits. And the entire series of events requires a mature and neat arrangement. Therefore, the most important part in the implementation of these ceremonial activities is protocol, where the duties and responsibilities are the main organizer of the event, protocol officers monitor, plan the event neatly, according to the rules and reflect the authority of the government (Genedy et al., 2024).

Protocol is so vital that officers must possess high levels of skill, competence appropriate to their duties, and innovation and loyalty (Domínguez, 2025). In every official activity, protocol arrangements serve to maintain the dignity of the regional head's position and diplomatic relations with important guests, both domestic and international. This explains that every protocol officer must possess professional expertise, proven by a protocol training certificate to support all activities in accordance with SOPs. To obtain a professional certificate, a series of training courses are required, provided by the government, and this applies to protocol officers with ASN status (Rössig et al., 2025).

The phenomenon that occurs is that there are still very few regional secretariats protocol officers with ASN status, who have participated in training and received professional certificates specifically for protocol. This is explained in Table 1 below.

Table 1 Number of ASN protocol officers at the regional secretariat in Banten province 2025

No.	Regency/ City	Protocol	ASN
1	Banten Province	Bureau of Administration and Protocol Leadership	20
2	Serang City	Protocol and leadership communication section	10
3	Cilegon City	Protocol and leadership communication section	4
4	Tangerang City	Protocol and leadership communication section	6
5	South Tangerang City	Protocol and leadership communication section	6
6	Serang regency	Protocol and leadership communication section	5
7	Pandeglang regency	Protocol and leadership communication section	1
8	Tangerang Regency	Protocol and leadership communication section	10
9	Lebak regency	Protocol and leadership communication section	4
Total			66

Source: BKPSDM 2025

Based on Table 1, it can be explained that several regions in Banten Province, including Pandeglang Regency, Lebak Regency, Serang Regency, and South Tangerang City, are highly dependent on honorary employees in the protocol field, as seen in the very limited number of ASN. In these areas, the number of honorary employees is greater than ASN. This

indicates that there are still many inequalities in the context of professionalism and competence, where honorary protocol officers cannot yet obtain full rights or benefits from protocol officers like what ASN gets. On the other hand, this will become a polemic or problem because as a protocol officer must have an expert certificate in arranging event arrangements and ensuring everything runs according to SOP, while in the field there are still many honorary protocol officers who have not been able to participate in professional training (Lukito et al., 2025).

The impact of the large number of officers who have not received this training is certainly negative for the performance of protocol officers and the effectiveness of protocol activities in an area (Al Shbail et al., 2025). One of them is limited knowledge and skills, without training, protocol officers will lack an understanding of correct protocol procedures and standards. Reduced service quality, protocol has a key role in supporting the smooth running of an activity, with a lack of training can reduce the quality of service provided to leaders. Furthermore, limited adaptability also affects careers and motivation, employees who do not receive training can reduce work motivation so that they work as they please and do not think about how to improve their careers and performance in the future. The latter can have a negative impact on the government's image (Adwan et al., 2024).

Aside from the various factors that can affect employee performance, another factor that significantly influences performance is a supportive and appropriate work environment, both physically and psychologically, which is crucial for maintaining employee morale and loyalty (Liu et al., 2023). However, this contrasts with the reality in the field, where many facilities and work support are still inadequate. This has led to a significant decline in employee motivation and job satisfaction. Transfer and rotation policies have also come under scrutiny in recent years, as some employees feel they are being transferred without considering their skills and educational background, leading to feelings of discomfort. Inappropriate job placement is a factor that can contribute to decreased performance (Yi et al., 2023).

Beyond the work environment, which can significantly impact employee performance, one crucial factor is job placement. For protocol officers, expertise and competence are crucial because they are related to the procedures for organizing events and the smooth running of an activity (Schwoerer et al., 2024). However, in practice, many protocol officers find themselves in positions that do not align with their profession or educational background. This is illustrated in Figure 2 below.

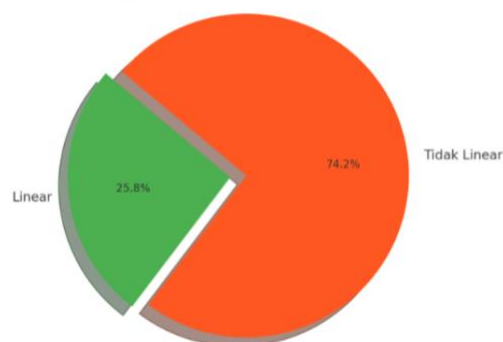


Figure 2 proportion of educational background of protocol officers in Banten province
Source: BKPSDM field data 2024

Figure 2 shows that the majority of protocol officers in the regional secretariat in Banten Province do not have educational backgrounds that align with protocol duties. This reflects a mismatch between academic competencies and the roles they perform. Consequently, the quality of protocol services can decline due to a lack of in-depth understanding of applicable

procedures, ethics, and work standards. This mismatch can also hinder professionalism and slow adaptation to dynamic work demands.

Another phenomenon is the gap between written policies in HR planning and actual practice. For example, although the policy states that employee placement must include competency and performance evaluation, in practice, placement practices based on illogical personal proximity are still found (Huang et al., 2024). Conversely, if dissatisfaction prevails, it can lead to decreased performance, triggering disciplinary problems and high employee turnover. Therefore, improving the quality of the work environment and improving the job placement system are strategic keys to sustainably improving employee performance (Kato & Koizumi, 2024).

The phenomenon of declining employee performance within the Regional Secretariat is inextricably linked to the complex challenges of modern bureaucracy, which increasingly demands professionalism, flexibility, and high adaptive capacity (Kato & Koizumi, 2024). In practice, the ever-increasing workload is not accompanied by increased competency or adequate work environment management. This results in stagnation and even regression in employee performance, particularly in technical units such as protocol, which are at the forefront of ensuring the image and reputation of regional heads. The mismatch between workload and supporting facilities, the lack of collaboration between departments, and the lack of appreciation for individual initiative contribute to a worsening work environment. Furthermore, an overly hierarchical bureaucracy with minimal innovation restricts employees' room for development, which ultimately has a direct impact on their motivation, loyalty, and productivity (Huang et al., 2024).

Furthermore, the mismatch between employees' educational backgrounds and their field of work, particularly in strategic positions such as protocol, reinforces the argument that job placement policies are not fully based on competency and organizational needs. Many protocol employees come from non-communications or non-administrative backgrounds, and even lack technical experience in organizing state events. This mismatch poses a high risk to the quality of protocol services, ranging from technical errors during event execution, misunderstandings in diplomatic etiquette, to inefficiencies in cross-agency communication (Liu et al., 2023). Without systematic efforts to improve the employee placement system and provide professional certification-based training, the disparity between performance expectations and actual employee capacity will continue. This phenomenon demands empirical research that can identify the structural and psychological roots of the problem, so that solutions can be offered that are oriented towards sustainable performance improvement (Schaufeli, 2020).

State of the art

Table 2 Research Gap Research Results on Work Environment Variables
On Employee Performance

Penulis	Judul	Hasil	Signifikan/Tidak Signifikan
(Brown et al., 2025)	<i>Beyond efficiency: Trust, AI, and surprise in knowledge work environments</i>	AI-based digital work environments can improve employee performance	significant
(Warongan et al., 2022)	<i>Pengaruh Lingkungan Kerja Dan Stres Kerja Terhadap Kinerja Karyawan Pada Pt Jordan Bakery Tomohon</i>	The work environment does not have a significant effect on employee performance	Not significant

Source: (Brown et al., 2025) and (Warongan et al., 2022)

Based on Table 2 Brown's research explains that there is a significant influence from the digital and modern work environment based on *Artificial Intelligence (AI)*. This research highlights how technology support such as AI in providing *feedback* AI is part of the work environment and can influence employee perceptions, comfort, and performance, especially when facing uncertain tasks. Thus, while the primary focus is on AI interventions, it remains an element of the modern work environment that influences employee satisfaction and performance (Brown et al., 2025). Meanwhile, the second study found an insignificant effect of the work environment on employee performance (Warongan et al., 2022). This was because the environment was considered adequate, necessitating the need for other variables that could influence employee performance.

Based on the phenomena and research gaps that have been explained, the formulation of the problem in this study is: 1) Is there a direct influence of the work environment on the job satisfaction of the Regional Secretariat Protocol in Banten Province? 2) Is there a direct influence of job placement on the job satisfaction of the Regional Secretariat Protocol in Banten Province? 3) Is there a direct influence of the work environment on the performance of the Regional Secretariat Protocol in Banten Province? 4) Is there a direct influence of job placement on the performance of the Regional Secretariat Protocol in Banten Province? 5) Is there a direct influence of job satisfaction on the performance of the Regional Secretariat Protocol in Banten Province? 6) Is there an indirect influence of the work environment on employee performance through job satisfaction of the Regional Secretariat Protocol in Banten Province? 7) Is there an indirect influence of job placement on employee performance through job satisfaction of the Regional Secretariat Protocol in Banten Province?

Novelty

This study presents a unique approach by examining the influence of the work environment and job placement on performance, mediated by job satisfaction, specifically on protocol officers at the regional secretariat in Banten Province. This study presents a novelty in the form of a simultaneous examination of the influence of the work environment and job placement on employee performance, with job satisfaction as a mediating variable in the context of regional bureaucracy. This novelty provides a comprehensive perspective on the strategic role of organizational factors in building the performance of protocol officers, while enriching the literature on human resource management in the public sector, which has so far been limited.

Work Environment on Job Satisfaction

The work environment has a significant impact on employee job satisfaction (Latini et al., 2024). Physical factors in the work environment, such as workstation comfort, access to appropriate facilities, and equipment ergonomics, directly impact employee well-being and comfort while working (Ranasinghe et al., 2025). A suitable physical environment provides employees with a sense of comfort and security, reduces the likelihood of physical stress, and helps them focus on their work, ultimately contributing to increased job satisfaction (Brown et al., 2025).

The social and psychological components of the work environment are equally important in determining job happiness (Bellini et al., 2024). Positive relationships with coworkers and superiors, effective and open communication, and mutual respect and support all contribute to a pleasant and productive work environment (Bellini et al., 2024). When employees feel welcomed, respected, and part of a strong team, their job satisfaction levels increase. A supportive company culture that rewards achievement and provides opportunities for personal development also helps increase job happiness (Heij et al., 2024).

A toxic work environment, characterized by interpersonal conflict, lack of support,

poor communication, or excessive work pressure, can drastically reduce employee job satisfaction (Weng et al., 2024). Feelings of discomfort, tension, and unappreciation can lead to dissatisfaction, demotivation, and a desire to look for another job (Farozan et al., 2025). A toxic work environment not only harms individual well-being but can also erode team spirit and reduce overall productivity (Alkhayyal & Bajaba, 2024).

Creating and maintaining a positive and supportive work environment is a crucial step in increasing employee job satisfaction (Gentile et al., 2025). Organizations that value a positive work environment are able to recruit and retain top employees, reduce attrition rates, and ultimately improve long-term organizational performance and success (Toscano et al., 2025).

H1: There is a significant influence of work environment on job satisfaction

Job Placement on Job Satisfaction

Job placement has a significant impact on employee job satisfaction (Sun et al., 2025). When individuals are placed in positions that align with their personal interests, talents, and beliefs, they are more likely to be satisfied with their jobs (S. J. Kim & Choi, 2018). A good match between job requirements and individual skills fosters a sense of competence and confidence, leading to higher job satisfaction. Employees who believe their abilities and potential are being fully utilized in their jobs are more motivated and engaged (Bui et al., 2025).

Inappropriate job placement can lead to severe dissatisfaction (Blom et al., 2025). If someone is assigned to a role that doesn't align with their interests or talents, they may feel unsupported, bored, or even incompetent (Chowdhury et al., 2023). This mismatch can lead to resentment, lack of motivation, and ultimately, poorer job satisfaction. Employees stuck in jobs they don't enjoy or excel at tend to be unhappy and dissatisfied with their jobs (Mura et al., 2024).

Job placements that offer prospects for career advancement and professional development can increase job satisfaction (Hai et al., 2025). When employees perceive a clear career path and the possibility for growth and development within the business, they feel more valued and have a better future with the company (Y. H. Kim et al., 2023). This, in turn, strengthens their commitment to and satisfaction with their current position (Sagioglou et al., 2023).

Strategic job placement planning, which considers job-individual fit and career development opportunities, is a key component in improving employee job satisfaction (Loh et al., 2023). Organizations that invest in placing the right people in the right jobs will have a more satisfied, motivated, and ultimately productive staff (Kühner et al., 2024).

H2: There is a significant influence of job placement on job satisfaction.

Work Environment on Employee Performance

The work environment, encompassing the physical and psychological components of how an employee performs their work, has a profound and significant impact on their performance levels (Nassani et al., 2024). Physical factors such as proper lighting, appropriate temperature, good ventilation, and the availability of ergonomic work equipment have a direct impact on employee comfort and health (Kautish et al., 2025). A suitable physical environment can reduce the likelihood of distractions, fatigue, and even injury, allowing employees to be more focused and effective at work. Conversely, a poor work environment can cause physical pain, disrupt focus, and reduce overall work productivity (Gazi et al., 2024).

The work environment encompasses not only physical characteristics but also

psychological and social components (Yeo & Ha, 2025). A healthy company culture, harmonious interpersonal relationships between coworkers and superiors, and support and recognition for employee efforts all contribute to a pleasant work environment (Egemen, 2024). A positive psychological environment increases employee motivation, engagement, and a sense of belonging in the workplace. When employees feel appreciated and supported, they are more enthusiastic about their work, take initiative, and give their best to every task (Y. Zhang et al., 2024).

A toxic work environment characterized by interpersonal conflict, lack of efficient communication, or excessive work pressure can harm employees' mental and emotional health (Duan et al., 2025). The stress and anxiety caused by an unfavorable work environment can disrupt employees' concentration, creativity, and ability to complete tasks effectively (Y. Li et al., 2024). In the long term, a negative work environment can even lead to high levels of absenteeism and employee turnover, thus reducing overall organizational effectiveness (Hu et al., 2024).

Thus, it can be concluded that a positive work environment, both physically and psychologically, is an important foundation for developing optimal employee performance (M. H. Kim et al., 2024). Investing in building a friendly and pleasant work environment is not only a form of employee well-being, but also an appropriate approach to increasing productivity, efficiency, and overall organizational performance (Lerche et al., 2025).

H3: There is a significant influence of the work environment on employee performance

Job Placement on Employee Performance

Job placement is the process of placing employees in positions or positions that match their experience, knowledge, abilities, interests, and personal traits, and has a significant impact on their performance (Martínez & Zafra, 2025). When individuals are placed in positions that match their skills, they will feel more confident, competent, and motivated to complete the tasks at hand (Veletić & Scherer, 2025). Aligning individual skills with workplace goals enables individuals to work effectively and efficiently, reach their full potential, and achieve peak performance (Gustavsson et al., 2025).

Inappropriate job placement, where someone is placed in a position that does not match their qualifications or interests, can result in various problems that hinder performance (Zebon et al., 2025). Employees may have difficulty understanding their tasks, lack enthusiasm for learning and development, and be unable to contribute fully (Hansson & Eriksson, 2025). This mismatch can lead to dissatisfaction, low morale, and even feelings of incompetence, ultimately leading to poor performance (Tong et al., 2025).

Strategic job placement also considers employees' professional development and growth potential (Song et al., 2025). Placement in challenging yet realistic positions can motivate employees to learn new skills, expand their knowledge, and improve their abilities (Tafese Keltu, 2024). Opportunities to learn and develop in a suitable job will increase employee engagement and motivate them to continuously improve their performance over time (Latscha et al., 2024).

A comprehensive and well-planned job placement process, which considers individual-job fit and career growth potential, is a critical factor in improving employee performance (M. Li & Kim, 2024). Effective companies understand that placing the right people in the right positions not only improves individual productivity but also helps the organization achieve its overall goals (Lee et al., 2024).

H4: There is a significant influence of job placement on employee performance

Job Satisfaction with Employee Performance

Job satisfaction, defined as an employee's positive attitude toward their work, has a significant impact on their performance (Decius et al., 2023). Employees who are satisfied with their jobs tend to be more motivated, engaged, and dedicated to the business (Berber et al., 2023). This sense of satisfaction motivates them to work harder, exert more effort, and strive for the best results in every endeavour (Gallier & Sturm, 2021).

Job satisfaction is also linked to increased employee retention rates. Employees who are happy and satisfied with their jobs are more loyal and less likely to look for other jobs (Anchors et al., 2024). This employee stability improves the work environment, reduces recruitment and training costs, and retains critical knowledge and skills within the company (Owan et al., 2022). Employees who stay longer have a better understanding of their jobs and the company, which can increase productivity and effectiveness (Kuo et al., 2025).

Employees who are satisfied with their jobs are less likely to be absent (Maniendaran et al., 2025). They are more motivated to attend and participate, thereby reducing operational problems caused by absenteeism (Bennouna et al., 2024). The positive attitudes resulting from job satisfaction can also foster a more harmonious and collaborative work environment, where people support each other and work together to achieve common goals (Sohal & Sharma, 2025).

Job satisfaction is not only a measure of employee well-being but also a key driver of overall organizational performance (Chen, 2024). Organizations that strive to improve employee job satisfaction through various means, such as fair compensation, fostering a positive work environment, and providing opportunities for career advancement, will benefit from increased productivity, better employee retention, and improved organizational performance (Mehmood et al., 2023).

H5: There is a significant influence of job satisfaction on employee performance.

Work Environment on Employee Performance through Job Satisfaction

Employee performance is influenced by the work environment, both directly and indirectly through the mediating function of job satisfaction (Scaffidi et al., 2025). A healthy work environment, both physically and psychologically, increases employee job satisfaction (Alqhaiwi et al., 2024). Employees will be more satisfied with their jobs if they feel comfortable in their workplace, have positive relationships with their coworkers and superiors, and feel supported and valued by the company (Ghani et al., 2023).

High job satisfaction is a powerful motivator for better performance. Employees who are satisfied with their jobs are more motivated, engaged, and dedicated to giving their best in every task they undertake (Horacio et al., 2023). They have a greater sense of ownership of their work and are encouraged to contribute their full potential to the organization's success (Curcuruto & Griffin, 2023). Thus, a pleasant work environment indirectly improves employee performance by increasing job happiness (Y. Xiao et al., 2024).

A negative work environment can reduce employee job satisfaction (Fasbender et al., 2023). Physical pain, interpersonal conflict, lack of support, or excessive work pressure can all make individuals unhappy and dissatisfied with their profession (Panakaje et al., 2024). This unhappiness ultimately negatively impacts performance, reducing motivation, increasing errors, and decreasing overall productivity (Mittal et al., 2024).

Job satisfaction serves as an important intermediary between the work environment and employee performance (Khan et al., 2024). Organizations seeking to improve employee performance must recognize that building a healthy work environment is a crucial first step (Aulia & Lin, 2024). A positive work environment will increase job satisfaction, which motivates employees to work harder and perform better (Zhou et al., 2024).

H6: There is a significant indirect influence between the work environment and employee performance through job satisfaction as a mediating variable.

Job Placement on Employee Performance through Job Satisfaction

Appropriate job placement has a significant impact on employee performance because it mediates job satisfaction (Zhang et al., 2024). Employees placed in positions that align with their talents, interests, and personal beliefs tend to be happier with their jobs (Baxter et al., 2024). This fit fosters a sense of competence, confidence, and significance, leading to higher levels of job satisfaction (Fiaz & Fahim, 2023).

Job satisfaction resulting from effective job placement serves as a motivator for improved performance (Kayas et al., 2025). Employees who are satisfied with their jobs are more motivated, engaged, and dedicated to performing their tasks to the best of their ability (Liaquat et al., 2024). They take pride in their work and strive to make the most significant contribution to the business. Therefore, smart job placement indirectly improves employee performance by increasing job satisfaction (Govaerts et al., 2023).

Poor job placement can lead to job dissatisfaction (Cónego et al., 2024). If someone is assigned to a role that doesn't align with their skills or interests, they may feel frustrated, unchallenged, or even incompetent (Chatterjee et al., 2023). This dissatisfaction can reduce motivation and engagement, leading to decreased performance (Sumri & Mokhtar, 2023).

Job satisfaction is a crucial link between job placement and employee performance (Yang & Chen, 2023). Organizations that conduct a comprehensive job placement process that analyzes individual suitability for the position will have happier employees (Kato & Koizumi, 2024). Job satisfaction will be the foundation for improving individual and organizational performance (Adwan et al., 2024).

H7: There is a significant indirect influence between job placement and employee performance through job satisfaction as a mediating variable.

METHODOLOGY

This research was conducted at the Regional Secretariat in Banten Province. In line with the research objectives, this study employed a descriptive causality design with quantitative methodology (Deole et al., 2023). The proposed hypotheses were then tested using this quantitative technique. This strategy is based on a positivist philosophy, which uses research tools to collect and evaluate quantitative and statistical data to test hypotheses (Nilsen & Kongsvik, 2023). In this study, the population included all protocol employees with civil servant status in Banten Province, totalling 66 people, spread across 9 district/city secretariat locations. The sampling technique used saturated sampling, using the entire population as a sample, so the sample was 66 people. The data collection technique uses a questionnaire through a survey and the data analysis technique uses the SPSS application for descriptive analysis using a range of scales and Smartpls version 3.2.3 such as measuring the model (*outer model*), modeling structure (*inner model*) in testing existing hypotheses (Demerouti, 2023). To ensure that the research instrument has an adequate level of reliability and accuracy (validity), construct validity testing is carried out using the value *Average Variance Extracted*(AVE) and construct reliability test through the value *Composite Reliability*(CR). An instrument is declared valid if the AVE value is greater than 0.50, indicating that the indicator is able to adequately explain the latent variable. Meanwhile, construct reliability is met if the CR value is greater than 0.70, indicating strong and reliable internal consistency between indicators in measuring the construct. This can be explained in Table 3 below.

Table 3 AVE dan CR Analysis

Average Variance Extracted (AVE)	Composite Reliability
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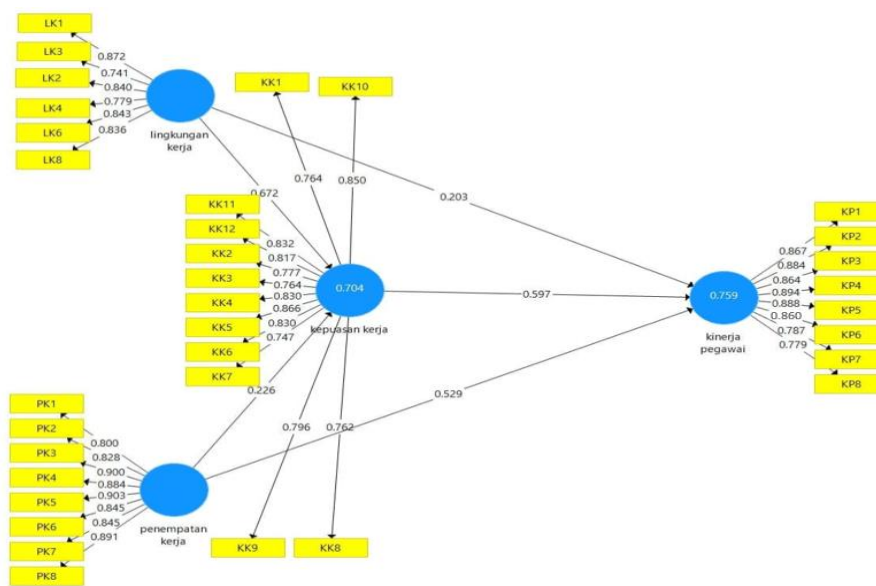
Job satisfaction	0,646	0,956
Employee performance	0,691	0,947
Work environment	0,672	0,925
Job placement	0,744	0,959

Source: data analysis SEM PLS (2025)

The test results in Table 3 show that all research variables have an AVE value above 0.50 and a Composite Reliability value above 0.70. Therefore, it can be concluded that all indicators used have met the criteria for convergent validity and have high internal consistency. Thus, this research instrument is proven valid and reliable for measuring the constructs of work environment, job placement, job satisfaction, and employee performance.

RESULT AND DISCUSSION

To ensure the relationship between the indicators and the constructs under study, an outer model analysis was conducted using the SEM-PLS approach. The outer model was used to evaluate the validity and reliability of the indicators that make up each latent variable. The data processing results produced an outer model diagram as shown in Figure 2 below.



Source: data analysis SEM PLS (2025)

Figure 2 Outer Model Analysis (PLS Algorithm)

After the research instrument is declared valid and reliable through outer model testing, the next step is to conduct a hypothesis test to determine the relationship between the variables proposed in the research model. This hypothesis test is conducted by examining the path coefficient value (*path coefficient*), mark *t-statistic*, as well as the level of significance (*p-value*), so that it can be determined whether the proposed hypothesis is accepted or rejected. This will be explained in Table 4 below.

Table 4 Hypotesis test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1: work environment -> job satisfaction	0,672	0,670	0,055	12,296	0,000

H2: job placement -> job satisfaction	0,226	0,231	0,067	3,353	0,001
H3: work environment -> employee performance	0,203	0,209	0,074	2,741	0,006
H4: job placement -> employee performance	0,529	0,522	0,058	9,048	0,000
H5: job satisfaction -> employee performance	0,597	0,608	0,076	7,850	0,000
H6: work environment -> job satisfaction -> employee performance	0,401	0,408	0,063	6,408	0,000
H7: job placement -> job satisfaction -> employee performance	0,135	0,140	0,045	3,005	0,003

Source: data analysis SEM PLS (2025)

Based on Table 4, the results of the hypothesis test above, it can be explained that the work environment has a significant effect on job satisfaction with a t-statistic value of $12.296 > 1.96$ and a p-value of $0.000 < 0.05$. Thus, the first hypothesis is accepted, meaning that the work environment is proven to have a positive and significant effect on job satisfaction.

The results of the next hypothesis test can be explained that job placement has a significant effect on job satisfaction with a t-statistic value of $3.353 > 1.96$ and a p-value of $0.001 < 0.05$, thus the second hypothesis is accepted, meaning that job placement is proven to have a positive and significant effect on job satisfaction.

The work environment significantly influences employee performance, as demonstrated by a t-statistic of $2.741 > 1.96$ and a p-value of $0.006 < 0.05$, thus accepting the third hypothesis. This indicates that the work environment significantly impacts performance improvement.

Job placement significantly influences employee performance, as demonstrated by a t-statistic of $9.048 > 1.96$ and a p-value of $0.000 < 0.05$, thus accepting the fourth hypothesis. The better the job placement, the higher the employee performance.

Furthermore, job satisfaction has a significant effect on employee performance with a t-statistic of $7.850 > 1.96$ and a p-value of $0.000 < 0.005$ so that the fifth hypothesis is accepted, this explains that job satisfaction is a real important factor in driving employee performance.

Analysis of the sixth hypothesis, which is an indirect influence, shows that the work environment has a significant effect on employee performance through job satisfaction with a t-statistic of $6.408 > 1.96$ and a p-value of $0.004 < 0.05$, thus the sixth hypothesis is accepted. This means that job satisfaction significantly mediates the work environment on employee performance.

Furthermore, the results of the analysis of the seventh hypothesis, which is an indirect influence, where job placement has a significant effect on employee performance through job satisfaction with a t-statistic of $3.005 > 1.96$ and a p-value of $0.005 < 0.05$. This means that the seventh hypothesis is accepted, and this illustrates that job satisfaction significantly mediates job placement on employee performance.

There is a significant influence of the work environment on the job satisfaction of the Regional Secretariat Protocol Officers in Banten Province.

The results of the hypothesis test above show that the work environment has a significant effect on job satisfaction, with a t-statistic of $12.296 > 1.96$ and a p-value of $0.000 < 0.05$. Thus, the first hypothesis is accepted, meaning that the work environment has been proven to have a positive and significant effect on job satisfaction. This means that the first hypothesis is

accepted, proving that the better the quality of the work environment, the higher the level of employee job satisfaction. This finding is in line with the theory. *Two-Factor* from Herzberg, who stated that environmental factors such as physical working conditions, relationships between colleagues, and organizational support are included in hygiene factors that can prevent job dissatisfaction and encourage job satisfaction if managed well.

In the context of protocol staff at the Regional Secretariat throughout Banten Province, these findings have important implications. Protocol duties, which require precision, preparedness, and rapid coordination, are highly dependent on a supportive work environment, encompassing facilities, a work atmosphere, and a communication structure. If their work environment is well-organized and comfortable, supported by harmonious working relationships and a clear system, their job satisfaction will increase, ultimately strengthening their loyalty, discipline, and daily performance. Therefore, secretariat leaders throughout Banten Province need to make improving the quality of the work environment a primary strategy in managing protocol human resources to ensure optimal and professional government services.

This is in line with previous research that explains the work environment has a significant impact on employee job satisfaction (Latini et al., 2024). Physical factors in the work environment, such as workstation comfort, access to appropriate facilities, and equipment ergonomics, directly impact employee well-being and comfort while working (Ranasinghe et al., 2025). A suitable physical environment provides employees with a sense of comfort and security, reduces the likelihood of physical stress, and helps them focus on their work, ultimately contributing to increased job satisfaction (Brown et al., 2025).

There is a significant influence of job placement on job satisfaction of Regional Secretariat Protocol Officers in Banten Province.

The results of the next hypothesis test can be explained that job placement has a significant effect on job satisfaction with a t-statistic value of $3.353 > 1.96$ and a p-value of $0.001 < 0.05$. Thus, the second hypothesis is accepted, meaning that job placement has been proven to have a positive and significant effect on job satisfaction. This finding shows that when employees are placed according to their competencies, interests, and experience, the level of job satisfaction tends to increase significantly.

For protocol staff at the Regional Secretariat throughout Banten Province, these findings are highly relevant. Protocol tasks cannot be assigned haphazardly; they require precision, expertise, and speed in handling official government events. If staff are positioned in the right areas, such as those with an understanding of state protocol, scheduling, or official event procedures, they will feel more confident, valued, and productive. Proper job placement is not just about position, but also about recognizing individual potential, which ultimately creates a more harmonious, adaptive, and satisfying work environment.

These findings align with previous research that explains that job placement has a significant impact on employee job satisfaction (Sun et al., 2025). When individuals are placed in positions that align with their personal interests, talents, and beliefs, they tend to be satisfied with their jobs (S. J. Kim & Choi, 2018). A match between job requirements and individual skills fosters a sense of competence and confidence, leading to higher job satisfaction. Employees who believe their abilities and potential are being fully utilized in their work are more motivated and engaged (Bui et al., 2025).

There is a significant influence of the work environment on the performance of the Regional Secretariat Protocol employees in Banten Province.

The work environment significantly influences employee performance, as demonstrated by a t-statistic of $2.741 > 1.96$ and a p-value of $0.006 < 0.05$, thus accepting the third hypothesis.

This indicates that the work environment significantly impacts performance improvement.

The significance of these results is profound, especially for protocol staff at the Regional Secretariat throughout Banten Province, who daily carry out vital tasks, face time pressures, and require precision in the execution of state events. A comfortable, conducive, and supportive work environment not only makes the job feel easier but also encourages employees to work more efficiently, focused, and responsibly. A positive work climate creates positive energy, which is ultimately reflected in higher work quality and readiness to face the dynamics of government tasks.

These findings align with previous research explaining that the work environment, encompassing the physical and psychological components of how an employee performs their work, has a profound and significant impact on their performance levels (Nassani et al., 2024). Physical factors such as proper lighting, appropriate temperature, good ventilation, and the availability of ergonomic work equipment have a direct impact on employee comfort and health (Kautish et al., 2025). A suitable physical environment can reduce the likelihood of distractions, fatigue, and even injury, allowing employees to be more focused and effective at work. Conversely, a poor work environment can cause physical pain, disrupt focus, and reduce overall work productivity (Gazi et al., 2024).

There is a significant influence of job placement on the performance of Protocol employees at the Regional Secretariat in Banten Province.

Job placement significantly influences employee performance, as demonstrated by a t-statistic of $9.048 > 1.96$ and a p-value of $0.000 < 0.05$, thus accepting the fourth hypothesis. The better the job placement, the higher the employee's performance. This means that the more a person's job position aligns with their skills, interests, and experience, the more optimal their contribution to the organization.

For protocol staff in the Regional Secretariat throughout Banten Province, these findings are highly relevant. Inappropriate placement can lead to confusion, an unbalanced workload, and even a decrease in morale. Conversely, accurate placement accelerates adaptation, strengthens self-confidence, and increases the effectiveness of strategic tasks, such as managing official events, escorting regional leaders, and inter-agency coordination. Therefore, competency mapping and precise employee placement are not merely administrative policies, but crucial steps in creating superior and professional protocol performance.

This is in line with previous research that explains job placement as the process of placing employees in positions or positions that match their experience, knowledge, abilities, interests, and personal traits, and has a significant impact on their performance (Martínez & Zafra, 2025). When someone is placed in a position that matches their skills, they will feel more confident, competent, and motivated to complete the tasks at hand (Veletić & Scherer, 2025). Aligning individual skills with workplace goals allows individuals to work effectively and efficiently, reach their full potential, and create peak performance (Gustavsson et al., 2025).

There is a significant influence of job satisfaction on the performance of Protocol employees at the Regional Secretariat in Banten Province.

Furthermore, job satisfaction has a significant effect on employee performance with a t-statistic of $7.850 > 1.96$ and a p-value of $0.000 < 0.005$ so that the fifth hypothesis is accepted, this explains that job satisfaction is a real important factor in driving employee performance.

For protocol staff at the Regional Secretariat throughout Banten Province, who grapple daily with busy schedules, formal activities, and high professional demands, job satisfaction is the

driving force that maintains enthusiasm and consistency. When employees feel appreciated, supported, and have the opportunity to develop, they will give their best, working not only out of obligation but also out of commitment and pride. High job satisfaction creates employees who are not only physically present but also fully engaged with their hearts and minds.

This is in line with previous research that confirms that job satisfaction, defined as an employee's positive attitude toward their work, has a significant impact on their performance (Decius et al., 2023). Employees who are satisfied with their jobs tend to be more motivated, engaged, and dedicated to the business (Berber et al., 2023). This sense of satisfaction motivates them to work harder, exert more effort, and strive for the best results in every endeavour (Gallier & Sturm, 2021).

Job satisfaction is also linked to increased employee retention rates. Employees who are happy and satisfied with their jobs are more loyal and less likely to look for other jobs (Anchors et al., 2024). This employee stability improves the work environment, reduces recruitment and training costs, and retains critical knowledge and skills within the company (Owan et al., 2022). Employees who stay longer have a better understanding of their jobs and the company, which can increase productivity and effectiveness (Kuo et al., 2025).

There is a significant indirect influence of the work environment on employee performance through job satisfaction of the Regional Secretariat Protocol in Banten Province.

The analysis of the sixth hypothesis, which is an indirect influence, shows that the work environment has a significant effect on employee performance through job satisfaction with a t-statistic of $6.408 > 1.96$ and a p-value of $0.004 < 0.05$, thus the sixth hypothesis is accepted. This means that job satisfaction significantly mediates the work environment on employee performance. This means that job satisfaction acts as an "emotional bridge" that strengthens the relationship between the work environment and employee performance.

For protocol staff at the Regional Secretariat throughout Banten Province, this serves as a strategic message: creating a conducive work environment, both physically, socially, and organizationally, will increase job satisfaction and ultimately drive optimal performance. Protocol staff who feel comfortable and satisfied with their environment will work with greater focus, agility, and professionalism in carrying out state duties. Therefore, building a positive work environment is not just about facilities, but about creating a work culture that motivates and revitalizes each individual's work ethic.

This is in line with previous research, which found that employee performance is influenced by the work environment, both directly and indirectly through the mediating function of job satisfaction (Scaffidi et al., 2025). A healthy work environment, both physically and psychologically, increases employee job satisfaction (Alqhaiwi et al., 2024). Employees will be more satisfied with their jobs if they feel comfortable in their workplace, have positive relationships with their coworkers and superiors, and feel supported and valued by the company (Ghani et al., 2023).

High job satisfaction is a powerful motivator for better performance. Employees who are satisfied with their jobs are more motivated, engaged, and dedicated to giving their best in every task they undertake (Horacio et al., 2023). They have a greater sense of ownership of their work and are encouraged to contribute their full potential to the organization's success (Curcuruto & Griffin, 2023). Thus, a pleasant work environment indirectly improves employee performance by increasing job happiness (Y. Xiao et al., 2024).

There is a significant indirect influence of the work environment on employee

performance through job satisfaction of the Regional Secretariat Protocol in Banten Province.

Furthermore, the analysis results of the seventh hypothesis, which is an indirect effect, where job placement significantly influences employee performance through job satisfaction with a t-statistic of $3.005 > 1.96$ and a p-value of $0.005 < 0.05$. This means that the seventh hypothesis is accepted, and this illustrates that job satisfaction significantly mediates job placement on employee performance. This means that job satisfaction is an important bridge that strengthens the influence of job placement on the quality of employee performance.

In the context of protocol staff at the Regional Secretariat throughout Banten Province, this significance is highly strategic. When employees are placed according to their competencies and passions, they feel valued and empowered. This sense of satisfaction then ignites a work ethic, responsibility, and high performance in facing the dynamics of protocol tasks that demand precision and speed. In other words, appropriate placement fosters satisfaction, and that satisfaction fuels employee performance. This logical flow reinforces the importance of careful and humane HR policies.

This aligns with previous research that explains that appropriate job placement has a significant impact on employee performance because it mediates job satisfaction (Zhang et al., 2024). Employees placed in positions that align with their talents, interests, and personal beliefs tend to be happier with their jobs (Baxter et al., 2024). This fit fosters a sense of competence, confidence, and significance, leading to higher levels of job satisfaction (Fiaz & Fahim, 2023).

Findings

The results of this study indicate that the work environment and employee placement are the dominant factors influencing the satisfaction and performance of protocol employees at the Banten Provincial Secretariat. A comfortable work environment, both physically and socially, has been shown to contribute significantly to job satisfaction with an influence of 67.2%, while also encouraging employee performance through a supportive and productive work atmosphere. Meanwhile, appropriate employee placement according to competencies and interests not only increases job satisfaction but also has a direct impact on performance effectiveness, as indicated by the very strong t-statistic value (9.048). This confirms that an appropriate placement strategy is key to creating employees who feel valued, enthusiastic, and optimal in carrying out strategic government tasks.

Furthermore, this study confirms the central role of job satisfaction as an important mediator in bridging organizational policies with employee performance. The work environment and placement have been shown to influence performance not only directly, but also through job satisfaction as a significant intermediary factor. Satisfied employees tend to be more committed, adaptive, and able to face bureaucratic pressure with high professionalism. For the management of the Regional Secretariat in Banten Province, these results serve as a basis for prioritizing strategies to improve the quality of the work environment and competency-based placement as a long-term investment in building a solid, professional protocol team that is ready to face the dynamics of modern bureaucracy.

CONCLUSION

The conclusion are 1) there is a direct influence of the work environment on the job satisfaction of the Regional Secretariat Protocol in Banten Province 2) there is a direct

influence of job placement on the job satisfaction of the Regional Secretariat Protocol in Banten Province 3) there is a direct influence of the work environment on the performance of the Regional Secretariat Protocol in Banten Province 4) there is a direct influence of job placement on the performance of the Regional Secretariat Protocol in Banten Province 5) there is a direct influence of job satisfaction on the performance of the Regional Secretariat Protocol in Banten Province 6) there is an indirect influence of the work environment on employee performance through job satisfaction of the Regional Secretariat Protocol in Banten Province 7) there is an indirect influence of job placement on employee performance through job satisfaction of the Regional Secretariat Protocol in Banten Province

Implication

This research yields several important implications, where a comfortable and supportive work environment has been shown to significantly influence employee satisfaction and performance, thus requiring local governments to invest in physical facilities, a positive work climate, and efficient systems. Employee placement must be based on individual competency and potential through appropriate HR mapping to optimize performance, while job satisfaction plays a key role in bridging organizational policies with performance. Therefore, leaders need to develop programs for psychological well-being, career development, and recognition of contributions. Furthermore, protocol management needs to integrate humanistic aspects with an empathy-based approach and intrinsic motivation, as well as build an adaptive and transparent collective work culture. Placement, rotation, and promotion policies must also be strategically designed based on performance and satisfaction, rather than merely administrative, to ensure individual potential continues to develop. Overall, improving protocol employee performance requires a holistic approach that integrates appropriate placement, a conducive environment, and job satisfaction within a sustainable HR management framework.

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