

# **Analysis of the Effect of Job Placement, Work Environment and Leadership on the Performance of Indonesian Police Personnel in the Public Relations Sector Regional Police of North Sumatra with Job Satisfaction as an Intervening Variable**

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**Abstract:** *As an organization, the Republic of Indonesia Police also want to be supported by qualified human resources so that they can perform well. The availability of qualified, high-skilled and professional human resources (police) who are engaged in the service sector is a requirement in order to improve the quality of state administration which gives satisfaction to the quality and service provided by the government to the public. This research is explanatory using descriptive statistical data analysis techniques and structural equation models. Samples are saturated with a significance level of  $\alpha = 5\%$ . Likert scale is used to classify measured research variables. The research results obtained by job placement have a positive and significant effect on job satisfaction and work performance. The work environment has a positive and significant effect on job satisfaction and work performance. While work leadership has a positive and not significant effect on job satisfaction and work performance.*

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

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## **I. Introduction**

Human resources are the assets of an organization that is relatively difficult to imitate by other organizations. Quality human resources determine the success of goals within the organization. As an organization, the National Police also wants to be supported by highly qualified and professional human resources who are engaged in the service sector as a condition in order to improve the quality of state administration that gives satisfaction to the quality and service provided by the government to the public.

Polri as a public body that almost never escapes the spotlight, complaints and sometimes praise, and is the main source of information for mass media people who prioritize sensational news rather than substantial ones. Seeing the tasks and roles of course the function and role of public relations in the police force must be in accordance with that task. The Chief of Police Regulation Number 22 of 2010, dated September 22, 2010, concerning the Organizational Structure of the Regional Police Public Relations Division, one of which is the North Sumatra Regional Police having a work unit to carry out the communication.

Mangkuprawira and Hubeis (2007) state that employee performance can be influenced by intrinsic and extrinsic factors of employees. In this study, the performance of the Republic of Indonesia Police officers is influenced by several extrinsic factors including work placement, work environment, and leadership. These three factors are relevant to the condition of the object of research.

Rivai (2011) that the placement of employees in an organization must have a match between the qualifications or educational background of the employee with the job qualifications to be carried out. Research conducted by I Made Bagus Wijaya and I Wayan Suana (2016), Patricia Runtuwene et al (2016), work placement has a positive and significant effect on employee performance. While research conducted by Cuci Cahyati (2018) and Kulsum Lussy (2018) states that work placements have a negative effect on employee performance.

Sedarmayati (2009) defines a work environment as a whole tool tool and material faced, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as a group. Research conducted by Unna Ria (2017), Nur Laili Auli, et al (2015), Hendar Kushendarto

(2015), Setyo Riyanto et al (2017) work environment has a positive effect on employee performance. While the research of Nur Rahmad (2014), Dwi Maya Sari (2016), Muhammad Shakoor, et al. (2013), Simon Petrus Budi Santoso (2015) stated that the work environment has a positive and significant effect on performance.

Erawati (2014) leadership is a part of management functions that occupy strategic positions in the system and hierarchy of work and responsibility in an organization. research conducted by Unna Ria (2017), Nur Laili (2014), leadership has a positive effect on employee performance. While the research conducted by Teddy Chandra and Priyono (2016), Jaya Bahwi Yanti (2012) and Gilang Yudha Made Suprpta, et al (2015) states that leadership has a significant effect on performance.

## II. Theoretical Review

### 2.1 Employee Performance Theory

Benardin and Russel in Priansa (2014) stated that performance is a result produced by the function of a particular job or activities in a particular work for a certain period of time. Milkovich and Boudreau in Priansa (2014) state that performance is the level at which employees carry out their work in accordance with predetermined conditions.

### 2.2 Job Placement Theory

Melayu Hasibuan (2008) suggests that the placement of employees is a follow-up of selection, which is placing prospective employees who are accepted in positions / jobs that are needed and at the same time delegating authority to that person.

### 2.3 Work Environment Theory

Sunyoto (2012) argues that the work environment is everything that exists around the workers and that can affect themselves in carrying out the tasks assigned. The work environment consists of a physical and non-physical environment that is inherent to employees so that they cannot be separated to get good employee performance.

### 2.4. Leadership Theory

Achmad Sanusi (2009) leadership is an overall action to influence and encourage people in a joint effort to achieve goals, or with a more complete definition it can be said that leadership is an easy process of giving paths than other people's work organized in a formal organization to achieve goals which have been set. The type of leadership of Free Control (Laissez-Faire) is the opposite of the type of autocratic leadership. A free leader tends to choose a passive role and let the organization run according to its own time.

## III. Research Methods

The type of research used is quantitative descriptive research. This study intends to explain the relationship between variables through testing hypotheses. Using saturated sample size techniques. As many as 46 ( $\alpha = 5\%$ ) police officers as respondents. Data were collected using interviews and questionnaires with quantification of the Likert Scale. The results of validity and reliability tests on 43 questionnaire questions: work placement variables (8 items), work environment (6 items), leadership (14 items), job satisfaction (9 items) and police performance (6 items) were all valid questions. ( $r_{count} > r_{table}$  (0.361) and reliable (Cronbach Alpha value  $> 0.60$ )

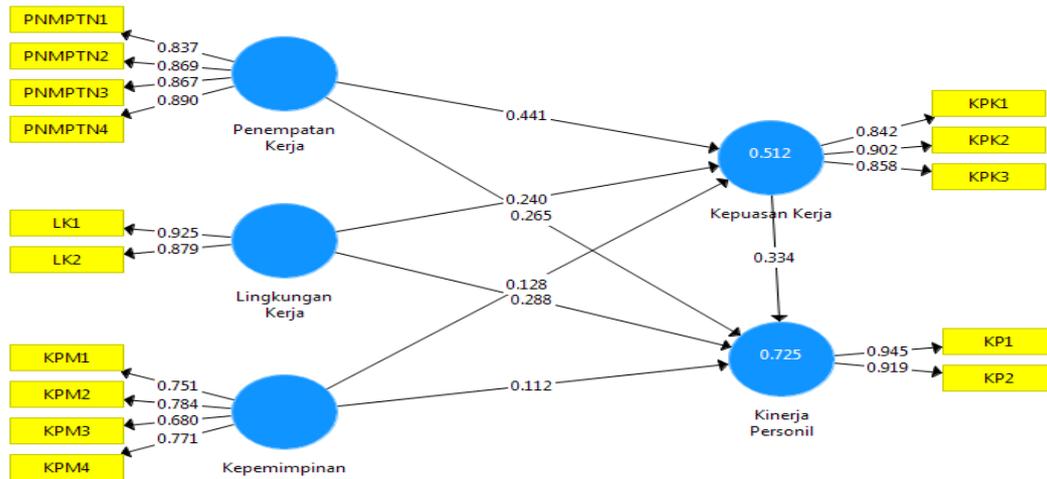
## IV. Research Result

### 4.1 Statistics Deskriptive Analysis

**Table 1. Statistics Deskriptive of Respondent Research**

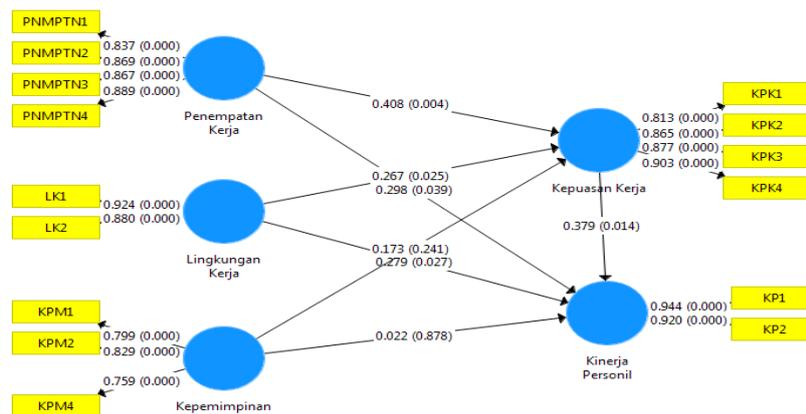
Variable	Total	(%)
Age (Year)		
19-30	23	50
31-40	20	43,5
41-50	3	6,5
Gender		
Man	43	93,5
Woman	3	6,5
Education		
SMA (Elementary School)	58	61,70
D3 (Diploma 3)	22	23,40
S1 (Bachelor)	14	4,90
Work Duration (Year)		
0-10	28	60,9
11-30	18	39,1

Source: Processed Data (2019)



**4.2 SEM Analysis**  
**Figure 2**  
**Early Structural Model (Before Modification)**  
**Source: Processed Data (2019)**

It can be seen in Figure 1 below, the value of outer loading on the KPM 3 indicator is 0.680 (smaller than 0.70). This causes the model to be modified again. The KPM 3 indicator has an outer loading value of 0.680. So that the KPM 3 indicator must be reduced.



**Figure 2**  
**Final Structural Model (After Modification)**  
**Source: Processed Data (2019)**

**Table 2. Outer Loading Results After the Modified Model**

	PNMPTN	LK	KPM	KPK	KP
PNMPTN 1	0,837				
PNMPTN 2	0,869				
PNMPTN 3	0,867				
PNMPTN 4	0,890				
LK 1		0,924			
LK 2		0,880			
KPM 1			0,799		
KPM 2			0,829		
KPM 4			0,759		
KPK 1				0,813	
KPK 2				0,865	
KPK 3				0,877	
KPK 4				0,903	
KP 1					0,944
KP 2					0,920

Source: Processed Data (2019)

From the results in Table 2 above, the value of the outer model or the correlation between the construct and the variable meets convergent validity because all indicators that have a value of loading factors above 0.70.

**Table 3. Composite Reliability dan Average Variance Extracted**

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted</i>
Leadership	0,712	0,839	0,634
Job Satisfaction	0,888	0,922	0,748
Police Personnel Performance	0,850	0,930	0,869
Work Environment	0,775	0,898	0,814
Job Placement	0,889	0,923	0,750

**Source: Processed Data (2019)**

Based on Table 3, it can be concluded that all constructs meet reliable criteria. This is indicated by the composite reliability value  $\geq 0.70$  and AVE  $\geq 0.50$ . Structural models are seen by using the value R2 for the bound construct of the t test and the significance value of the structural path coefficients.

**Table 4. R-Square**

Variable	<i>R-square</i>
Police Personnel Performance	0,726
Job Satisfaction	0,548

**Source: Processed Data (2019)**

Table 4 shows that the R-square value for the POLRI Personnel Performance variable was obtained at 0.726 (strong category) and for Job Satisfaction variables obtained at 0.548 (medium category). These results indicate that 72.6% of the performance variables of POLRI personnel can be influenced by variables of work placement, work environment, leadership, and job satisfaction and for 54.8% the variable job satisfaction is influenced by work placement, work environment, leadership.

**Table 5. Inner Weight (Path Coefficient or Direct Effect)**

	<i>Original Sample</i>	<i>T Statistics</i>	<i>P Values</i>
Leadership → Job Satisfaction	0,173	1,175	0,241
Leadership → Personnel Performance	0,022	0,154	0,878
Job Satisfaction → Personnel Performance	0,379	2,464	0,014
Work Environment → Job Satisfaction	0,267	2,254	0,025
Work Environment → Personnel Performance	0,279	2,225	0,027
Work Placement → Job Satisfaction	0,408	2,909	0,004
Work Placement → Personnel Performance	0,298	2,067	0,039

**Source: Processed Data (2019)**

From the results listed in Table 5, the direct effect of work placement on job satisfaction is 0.408 (sig. 0.004), the direct effect of the work environment on job satisfaction is 0.267 (sig. 0.025) and direct influence of leadership on job satisfaction is 0.173 (sig. 0.241) . The direct effect of work placement on the POLRI personnel performance variable is 0.298 (sig. 0.039), the direct influence of the work environment on POLRI personnel performance variables is 0.279 (sig. 0.027), and the direct influence of leadership on POLRI personnel performance variables is 0.022 (sig. 0.878).

**Table 6. Indirect Effect Total**

	<i>Original Sample</i>	<i>T Statistics</i>	<i>P Values</i>
Leadership → Satisfaction → Personnel Performance	0,066	0,967	0,334
Work Environment → Satisfaction → Personnel Performance	0,101	1,689	0,092
Work Placement → Satisfaction → Personnel Performance	0,154	1,843	0,066

**Source: Processed Data (2019)**

From the results listed in Table 6 explain that the indirect effect of work placement on the performance of POLRI personnel through job satisfaction is 0.154 (sig. 0.056), the indirect influence of the work environment on the performance of POLRI personnel through job satisfaction is 0.101 (sig. 0.092) and influence indirect leadership on the performance of POLRI personnel through job satisfaction is 0.066 (sig. 0.334).

**Table 7. Hypothesis**

No	Hypothesis	Path Coefficient	t-hitung > 2,013	Sig < 0,05	Result
1	(H <sub>1</sub> ) Job placement has a positive and significant effect on the performance of police personnel	0,298	2,067	0,039	Accepted
2	(H <sub>2</sub> ) The work environment has a positive and significant effect on the performance of police personnel	0,279	2,225	0,027	Accepted
3	(H <sub>3</sub> ) Leadership has a positive and significant effect on the performance of police personnel	0,022	0,154	0,878	Rejected
4	(H <sub>4</sub> ) Job satisfaction has a positive and significant effect on the performance of police personnel	0,379	2,464	0,014	Accepted
5	(H <sub>5</sub> ) Job placement has a positive and significant effect on job satisfaction	0,408	2,909	0,004	Accepted
6	(H <sub>6</sub> ) The work environment has a positive and significant effect on job satisfaction	0,267	2,254	0,027	Accepted
7	(H <sub>7</sub> ) Leadership has a positive and significant effect on job satisfaction	0,173	1,175	0,241	Rejected
8	(H <sub>8</sub> ) Job placement has a positive and significant effect through job satisfaction on the performance of police personnel	0,155	-	0,066	Accepted
9	(H <sub>9</sub> ) The work environment has a positive and significant effect through job satisfaction on the performance of police personnel	0,101	-	0,092	Accepted
10	(H <sub>10</sub> ) Leadership has a positive and significant effect through job satisfaction on the performance of police personnel	0,066	-	0,334	Rejected

Source: Processed Data (2019)

**1. Job Placement Has Positive and Significant Effects on Personnel Performance**

The results of testing the first hypothesis is that work placement has a positive and significant effect on personnel performance. The influence value seen from the path coefficient is 0.298. This means that hypothesis 1 is accepted. This means that if the right personnel are placed according to their ability and competence, they can improve performance. The right work placement in the sense of being in accordance with ability is very important because of the encouragement and enthusiasm of the work of each employee. This research was supported by research conducted by I Made Bagus Wijaya and I Wayan Suana, (2016); Patricia Runtuwene, et al (2016); and Sunaryo, (2016) which states that work placements have a positive effect on employee performance.

**2. Work Environment Has a Positive and Significant Effect on Personnel Performance**

The result of testing the second hypothesis is that the work environment has a positive and significant effect on personnel performance. The influence value seen from the path coefficient is 0.279. This means that hypothesis 2 is accepted. This means that if the work environment is better where the personnel work, it can improve the performance of the personnel. The work environment in an organization needs to be considered, this is because the work environment has a direct influence on the personnel. A conducive work environment can improve personnel performance and vice versa, an inadequate work environment can reduce personnel performance. Based on the theory of Robbins (2010) which states that a series of factors influence the performance of human resource management functions / activities which consist of internal factors sourced from within the organization. This is consistent with the research conducted by Unna Ria (2017), Nur Laili Auli, et al (2015), Hendar Kushendarto (2015), Setyo Riyanto, et al (2017), the work environment has a positive effect on employee performance.

**3. Leadership Has Positive and Significant Effects on Personnel Performance**

The result of testing the third hypothesis is that leadership has a positive and not significant effect on personnel performance. The value of influence seen from the path coefficient is 0.022. This means that hypothesis 3 is rejected. This means that if the better leadership in an organization can improve the performance of these personnel. Insignificant influence means weak influence. Theoretically, according to Robin in Hariansyah (2001) that leadership is an attempt to use a type of non-coercive influence, to motivate people to achieve certain goals. People or people who have access to sources of power in a particular group or

organization will control or lead the group or organization. Supported by research conducted by: Unna Ria (2017), Nur Laili (2014), leadership has a positive effect on employee performance.

#### **4. Job Satisfaction Has a Positive and Significant Effect on Personnel Performance**

The results of testing the fourth hypothesis is job satisfaction has a positive and significant effect on personnel performance. The influence value seen from the path coefficient is 0.379. This means that hypothesis 4 is accepted. This means that if the higher the job satisfaction of the personnel, the performance of the personnel will increase. Theoretically the factors that influence job satisfaction according to Robbins's theory (2010), namely challenging work, appropriate rewards, supportive working conditions, supportive coworkers, job personality. Luthans (2006) shows that there are 6 important factors about job satisfaction, namely the work itself, salary, opportunity for promotion, supervision, co-workers, working conditions. However, based on the facts in the field, it is seen that the discipline of personnel in the PR field at the personnel absentee level tends to be abnormal. However, according to Hasibuan's Theory, (2006) in Devi's research, et al. (2016) stated that attitudes reflecting personnel or employees satisfied in working were attitudes reflected through work morale, discipline, and work performance.

#### **5. Job Placement Has Positive and Significant Effects on Job Satisfaction**

The result of testing the fifth hypothesis is that job placement has a positive and significant effect on personnel job satisfaction. The influence value seen from the path coefficient is 0.408. This means that hypothesis 5 is accepted. This means that if the right job placement of personnel will increase the job satisfaction of the personnel. Theoretically, Robbins and Timothy (2012) in Husni, et al (2018) who argue that job satisfaction is a positive feeling about one's work which is the result of evaluating a number of characteristics. Job satisfaction refers to the general attitude of an individual to the work done by someone with a high level of job satisfaction showing a positive attitude towards the work, someone who is not satisfied with his job shows a negative attitude towards the job because generally when people talk about employee attitudes more often they mean job satisfaction.

#### **6. Work Environment Has Positive and Significant Effects on Job Satisfaction**

The result of the sixth hypothesis testing is that the work environment has a positive and significant effect on personnel job satisfaction. The influence value seen from the path coefficient is 0.267. This means that hypothesis 6 is accepted. This means that if the personnel work environment is better, it will give the work satisfaction of the personnel. Theoretically, it is supported by research conducted by Husni, et al. (2018) which states that dissatisfied personnel usually have low work motivation so that even in work they are usually lacking in enthusiasm, laziness, slowness, and even a lot of mistakes and negative things. . Supported by Pangestu's research, et al. (2017) which states that one of the factors that drives job satisfaction is supportive working conditions. A good work environment is one of the supporting working conditions. Personnel need a good work environment, in addition to convenience as well as supporting factors in carrying out their work. This can lead to a sense of satisfaction in the personnel because there are many factors that support work.

#### **7. Leadership Has Positive and Significant Effects on Job Satisfaction**

The result of testing the seventh hypothesis is that leadership has a positive and insignificant effect on personnel job satisfaction. The influence value seen from the path coefficient is 0.173. This means that hypothesis 7 is accepted. This means that if the better leadership of the personnel it will provide job satisfaction of the personnel. Insignificant influence means weak influence. Job satisfaction basically means what makes a person or employee happy at his job. The theory of Pinder (1984) in a study conducted by Hariyansyah, (2014) states that one of the factors that cause job dissatisfaction is the nature of leaders who do not want to hear complaints and views of their personnel and want to help when needed. Its influence is weak because some personnel indicators or respondents are still not satisfied or agree with the leaders who coordinate work such as coaching and monitoring activities also in processing and collecting data.

#### **8. Job Placement Has Positive and Significant Effects on Personnel Performance through Job Satisfaction as an Intervening Variable**

The result of testing the eighth hypothesis is that work placement has a positive and significant effect on personnel performance through job satisfaction. The influence value seen from the path coefficient is 0.155. This means that hypothesis 8 is accepted. This means that if the personnel job placement is better, it will improve the performance of personnel through job satisfaction. In Devi's research, et al. (2016), the theory of Bernardin and Russell (1993) states that one of the criteria that must be fulfilled in the implementation of personnel placement includes knowledge, abilities, skills. And Hasibuan (2006) states that job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline, and

work performance. Job satisfaction will be enjoyed in work, outside of work so as to improve the performance of the personnel.

### **9. The Work Environment Has Positive and Significant Effects on Personnel Performance through Job Satisfaction as an Intervening Variable**

The results of the testing of the nine hypotheses are that the work environment has a positive and significant effect on personnel performance through job satisfaction. The influence value seen from the path coefficient is 0.101. This means that hypothesis 9 is accepted. This means that if the personnel work environment is better, it will improve the performance of personnel through job satisfaction. In Hanafi's research, (2017) obtained the results that the work environment has a positive effect on employee performance through mediating job satisfaction.

While job satisfaction according to Fitzgerald (1994) in Hanafi (2017), is one of the criteria for determining the health of an organization, providing services that are effective and highly dependent on human resources and job satisfaction experienced by personnel. Job satisfaction has also been defined as a state of positive emotion that results from the enjoyment of personnel from their work.

### **10. Leadership Has Positive and Significant Effects on Personnel Performance through Job Satisfaction as an Intervening Variable**

The result of testing the ten hypothesis is that leadership has a positive and not significant effect on personnel performance through job satisfaction. The influence value is seen from the path coefficient which is 0.066. This means that hypothesis 10 is accepted. This means that if the better leadership of personnel will improve personnel performance if through job satisfaction it's only a weak influence.

Based on the theory of Luthans (2006) in Khairizah, et al., (2015) job satisfaction is a pleasant or unpleasant emotional attitude of employees towards their work including those of colleagues and leaders in the organization. According to Nawawi (2008) that an organization needs an effective leader, who has the ability to influence the performance of his subordinates to achieve organizational goals so that satisfaction is required by these personnel under his leadership. In Suprpta's research, et al. (2015) which stated that if leaders were able to apply the right leadership, the personnel would feel satisfied which would ultimately affect their performance in a better direction.

## **V. Conclusion**

1. The results of testing the first hypothesis is that work placement has a positive and significant effect on personnel performance.
2. The result of testing the second hypothesis is that the work environment has a positive and significant effect on personnel performance.
3. The result of testing the third hypothesis is that leadership has a positive and not significant effect on personnel performance.
4. The results of testing the fourth hypothesis is job satisfaction has a positive and significant effect on personnel performance.
5. The result of testing the fifth hypothesis is that job placement has a positive and significant effect on personnel job satisfaction.
6. The result of the sixth hypothesis testing is that the work environment has a positive and significant effect on personnel job satisfaction.
7. The result of testing the seventh hypothesis is that leadership has a positive and insignificant effect on personnel job satisfaction.
8. The result of testing the eight hypothesis is that work placement has a positive and significant effect on personnel performance through job satisfaction.
9. The results of the testing of the nine hypotheses are that the work environment has a positive and significant effect on personnel performance through job satisfaction.
10. The result of testing the ten hypothesis is that leadership has a positive and not significant effect on personnel performance through job satisfaction.

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