



## The Influence of Work Environment and Employee Placement on Employee Performance through Job Satisfaction at the West Bekasi Pratama Tax Service Office

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**Abstract:** This study aims to determine and analyze the influence of 1) the work environment on job satisfaction, 2) employee placement on job satisfaction, 3) the work environment on employee performance, 4) employee placement on employee performance, 5) the work environment on employee performance, 6) the work environment on employee performance through job satisfaction, and 7) employee placement on employee performance through job satisfaction. The study was conducted at the West Bekasi Pratama Tax Service Office with a sample of 92 respondents. The sampling technique used was saturated sampling. The data analysis methods used descriptive analysis and path analysis. The results of the study indicate that: 1) the work environment has a positive and significant effect on job satisfaction, 2) employee placement has a positive and significant effect on job satisfaction, 3) the work environment has a positive and significant effect on employee performance, 4) employee placement has a positive and significant effect on employee performance, 5) the work environment has a positive and significant effect on employee performance, 6). job satisfaction does not mediate the work environment on employee performance, and 7). job satisfaction does not mediate employee placement on employee performance.

**Keyword:** Work Environment, Employee Placement, Job Satisfaction, Employee Performance.

### INTRODUCTION

Employees represent human resources (HR) and occupy crucial positions within a government agency. They are servants of the state and the public, serving as thinkers, planners, and implementers of government, community, and development (Bakotic, 2013).

As a government agency, specifically a vertical unit of the Directorate General of Taxes, the West Bekasi Pratama Tax Office must be able to provide excellent service to taxpayers. One of the strengths of excellent service lies in the development of its human resources to achieve high performance. To achieve this, management must pay attention to the work environment, placement, and job satisfaction of employees at the West Bekasi Pratama Tax Office.

Job satisfaction is often demonstrated by employees' enjoyment of their work and their enjoyment of it. Generally, job satisfaction is defined as a feeling of comfort and positive relationships among employees (Hasibuan, 2018). Low employee job satisfaction is thought to be related to inappropriate employee placement. Furthermore, Sutrisno (2014) stated that human resource management is one of the factors influencing job satisfaction, as evidenced by the harmonization of criteria and requirements for all staff, the use of psychological tests in staff selection, and the appropriate placement of employees. Job satisfaction is key for employees in carrying out their duties. Employees with job satisfaction will exhibit positive attitudes and emotions, enabling them to perform well. Job satisfaction is a crucial factor in achieving optimal work results. In general, in the field of organizational behavior, job satisfaction is the most important and frequently studied attitude (Luthans, 2016).

According to Sedarmayanti (2019), the definition of a work environment is "all the tools and materials encountered, the surrounding environment in which a person works, their work methods, and their work arrangements, both as individuals and as a group." Meanwhile, Sikula in Gomes (2013) also stated that "a good work environment will provide personal comfort and will raise the work spirit of employees so that they can carry out their tasks well. In addition, employees will be happier and more comfortable at work if the existing facilities are clean, not noisy, have good air exchange and adequate and relatively modern equipment." To achieve organizational goals, appropriate employee placement is necessary for each unit or department within the organization. Proper employee placement leads to high performance. This aligns with the opinion of Mathis & Jackson (2016), who stated that "Placement is placing someone in the right job position. How well an employee fits into the job will affect the quantity and quality of work." Placement is the assignment or reassignment of an employee to a new job (Rivai, 2019).

Employee placement is the process of assigning tasks and work to employees who pass the selection process to be carried out continuously and to be accountable for all risks and possibilities arising from their functions and work, authority, and responsibilities. Furthermore, Sastrohadiwiryo stated that "Employee placement is the placement of employees as elements of work implementers in positions that align with their abilities, skills, and expertise." With inappropriate placement, an individual's performance will not align with management expectations and organizational demands, thus displaying low work productivity, which can lead to burnout and boredom (Siagian, 2016). A person's job satisfaction also plays a significant role in achieving high performance. The higher an individual's level of job satisfaction, the greater their performance. Another factor to consider in improving individual performance is employee placement.

### **Employee Performance**

Hasim (2019) explains that performance is derived from the words "job performance" or "actual performance," which are defined as the actual work performance or accomplishments attained by an individual (Sikula & Meggison, 2019). Similarly, Mangkunegara (2017) defines performance as the results, both qualitatively and quantitatively, of an employee in carrying out their duties in accordance with their responsibilities. Based on the above description, it can be concluded that employee performance is the work results, both qualitatively and quantitatively, achieved by an employee in carrying out their duties in accordance with their respective responsibilities in a job to achieve agency goals.

### **Work Environment**

According to Sedarmayanti (2019), the definition of a work environment is "all the tools and materials encountered, the surrounding environment in which a person works, their work methods, and their work arrangements, both as individuals and as a group." Sikula in Gomes (2013) also stated that "a good work environment will provide personal comfort and in raising

employee work enthusiasm so that they can carry out tasks well. In addition, employees will be happier and more comfortable in working if the existing facilities are clean, not noisy, have good ventilation and adequate and relatively modern equipment."

Based on the theory and concept of the work environment as explained above, it can be concluded that the work environment is always present around the employee/worker area, whether it is a physical or non-physical environment and a network within work relationships in an organization that can influence employee/worker enthusiasm in completing the work that has been assigned.

### **Employee Placement**

Placement is the assignment or reassignment of an employee to a new job (Rivai, 2019). Employee placement is the process of assigning tasks and work to employees who pass a selection process, to be carried out continuously and to be accountable for all risks and possibilities arising from their functions, work, authority, and responsibilities.

According to Suwatno (2011), "employee placement activities are one of the functions of HR management in the employee procurement process." Furthermore, Sastrohadiwiryo (2019) states that "Employee placement is the placement of employees as work implementers in positions that align with their abilities, skills, and expertise." According to Tohardi (2012), placement is the placement of employees in jobs that align with their skills or knowledge. In other words, it is the process of identifying the characteristics or requirements necessary to perform a job.

Based on the above definition, it can be concluded that employee placement is the placement, matching, and comparison of employee qualifications with the needs and requirements of a position or job.

### **Job Satisfaction**

According to Robbins (2024), "Job satisfaction is an individual's general attitude toward their job, the difference between the amount of rewards they receive and the amount they believe they should receive." Robbins (2024) states that job satisfaction is an individual's general attitude toward their job. Work requires interaction with coworkers and superiors, following organizational rules and policies, meeting performance standards, living in often less-than-ideal working conditions, and similar factors. This means that an employee's assessment of their satisfaction or dissatisfaction with their job is a complex summation of a number of discrete (distinct and separate) job elements.

According to Sinambela (2021), job satisfaction is a feeling of support or dissatisfaction for an employee related to their job and their personal circumstances. Job satisfaction is a positive or negative attitude an individual holds toward their job. Job satisfaction itself can be defined as a general attitude toward one's job that indicates the difference between the amount of rewards received and the amount they should receive.

Based on the description above, it can be concluded that job satisfaction is an expression of an employee's attitude toward their job, compensation, and promotion within their profession, as well as the work environment. The job satisfaction experienced by employees will increase their self-confidence in completing future tasks to the best of their abilities.

### **METHOD**

This study examines the contribution of work environment and employee placement variables as independent (exogenous) variables, job satisfaction as a mediating (intervening) variable, and employee performance as the dependent (endogenous) variable. Intervening variables, or variables that influence the relationship between exogenous and endogenous variables, are then combined with relevant theories using data analysis techniques that refer to the variables used. According to Sugiyono (2019), a population is a generalized area consisting

of subjects with certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. In this study, the population sampled was 92 employees of the West Bekasi Pratama Tax Office (KPP Pratama).

The sample is a subset of the population and its characteristics. The sampling method used in this study was saturated sampling, a sampling technique where all members of the population are used as samples (Sugiyono, 2019). The sample size for this study was 92 employees of the West Bekasi Pratama Tax Office (KPP Pratama). This sampling technique used saturated sampling. Saturated sampling is a sampling technique where all members of the population are used as samples (Sugiyono, 2019).

Descriptive analysis is an analytical method that aims to describe or explain something as it is (Irawan, 2004). In this study, the data presentation uses a data analysis table with average values (means) and frequency distributions.

Path analysis is a technique for analyzing causal relationships in multiple regression, where the independent variable influences the dependent variable not only directly but also indirectly (Retherford, 1993). In this study, path analysis was used to test the influence of the mediating variable.

**RESULTS AND DISCUSSION**

The results of the path analysis can be described as follows:

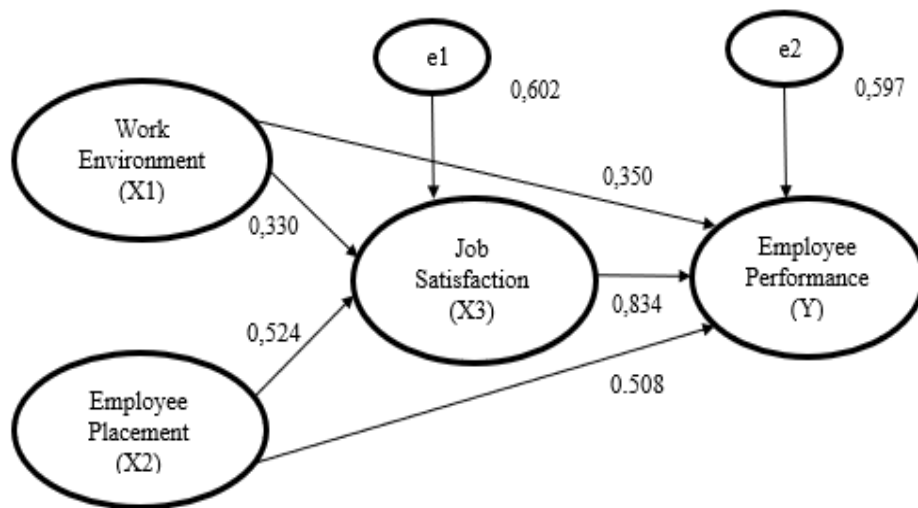


Figure 1. Path Analysis Model

Hypothesis

Table 1. Hypothesis Test Results

Hip	Variabel			Koefisien Regresi			t-Score	Sig
	Exogenous	Mediation	Endogenous	Direct	Indirect	Total		
H1	Work Environment	Job Satisfaction	-	0.330	-	-	3.506	0.001
H2	Employee Placement	Job Satisfaction	-	0.524	-	-	5.563	0.000
H3	Work Environment	-	Employee Performance	0.350	-	-	3.753	0.000
H4	Employee Placement	-	Employee Performance	0.508	-	-	5.441	0.000
H5	-	Job Satisfaction	Employee Performance	0.834	-	-	14.314	0.000

Hip	Variabel			Direct	Koefisien Regresi		t-Score	Sig
	Exogenous	Mediation	Endogenous		Indirect	Total		
H6	Work Environment	Job Satisfaction	Employee Performance	-	0,330 x 0,834 = 0,275	0,350 + 0,275 = 0,625	-	-
H7	Employee Placement	Job Satisfaction	Employee Performance	-	0,524 x 0,834 = 0,437	0,508 + 0,437 = 0,945	-	-

Source: Processed Primary Data, 2025

Note: *t*-table = 1.661

Based on the path analysis results in Figure 1 and Table 2, the following explanation can be obtained: 1. The Influence of the Work Environment on Job Satisfaction

The t-test results for the work environment variable yielded a calculated t-value of 3.506 and a t-table of 1.661. This means that the calculated t-value is greater than the t-table (3.506 > 1.661) and with a significance value of 0.001 < 0.05, indicating that H0 is rejected and H1 is accepted. This concludes that the work environment has a positive and significant effect on job satisfaction. Thus, the first hypothesis is tested and proven. 2. The Influence of Employee Placement on Job Satisfaction

The t-test results for the employee placement variable yielded a calculated t-value of 5.563 and a t-table of 1.661. This means that the calculated t-value is greater than the calculated t-value (5.563 > 1.661) and with a significance value of 0.000 ± 0.05, meaning H0 is rejected and H1 is accepted. This concludes that employee placement has a positive and significant effect on job satisfaction. Thus, the second hypothesis is tested and proven. 3. The Influence of the Work Environment on Employee Performance

The t-test results for the work environment variable yielded a calculated t-value of 3.753 and a t-value of 1.661. This means that the calculated t-value is greater than the calculated t-value (3.753 > 1.661) and with a significance value of 0.000 ± 0.05, meaning H0 is rejected and H1 is accepted. This concludes that the work environment has a positive and significant effect on employee performance. Thus, the third hypothesis is tested and proven. 4. The Effect of Employee Placement on Employee Performance

The t-test results for the employee placement variable yielded a calculated t-value of 5.441 and a t-table of 1.661. This means that the calculated t-value is greater than the t-table (5.441 > 1.661) and with a significance value of 0.000 ± 0.05, indicating that H0 is rejected and H1 is accepted. This concludes that employee placement has a positive and significant effect on employee performance. Thus, the fourth hypothesis is tested and proven. 5. The Effect of Job Satisfaction on Employee Performance

The t-test results for the job satisfaction variable yielded a calculated t-value of 14.314 and a t-table of 1.661. This means that the calculated t-value is greater than the t-table (14.314 > 1.661) and with a significance value of 0.000 ± 0.05, indicating that H0 is rejected and H1 is accepted. This leads to the conclusion that job satisfaction has a positive and significant effect on employee performance. Thus, the fifth hypothesis is tested and proven. 6. The Influence of the Work Environment on Employee Performance Through Job Satisfaction

$$X1 \rightarrow X3 \rightarrow Y = (\rho_{x3x1}) \times (\rho_{yx3}) = 0.330 \times 0.834 = 0.275$$

For the work environment variable, the indirect effect value is obtained by multiplying the path coefficient  $\rho_{x3x1}$  by the path coefficient  $\rho_{yx3}$ . The result shows that the indirect effect coefficient (0.275) is smaller than the direct effect coefficient (0.350). This indicates that job satisfaction cannot mediate the work environment in influencing employee performance. Therefore, the sixth hypothesis is not proven and tested. 7. The Effect of Employee Placement on Employee Performance Through Job Satisfaction

$$X2 \rightarrow X3 \rightarrow Y = (\rho_{x3x2}) \times (\rho_{yx3}) = 0.524 \times 0.834 = 0.437$$

For the employee placement variable, the indirect effect value is obtained by multiplying the path coefficient  $\beta_{31}$  by the path coefficient  $\beta_{33}$ . The multiplication result shows that the indirect effect coefficient (0.437) is smaller than the direct effect coefficient (0.508). This indicates that job satisfaction cannot mediate employee placement in influencing employee performance. Therefore, the seventh hypothesis is not proven and cannot be tested.

### **The Influence of the Work Environment on Job Satisfaction at the West Bekasi Pratama Tax Office**

Based on the results of a descriptive analysis of work environment variables, employees at the West Bekasi Pratama Tax Office tended to agree that the work environment variables include the work atmosphere, coworkers, and work facilities. The dominant indicator influencing the formation of the work environment variable was coworkers, meaning that employees at the West Bekasi Pratama Tax Office support and respect each other.

The job satisfaction variable showed that employees at the West Bekasi Pratama Tax Office tended to agree that salary, the work itself, coworkers, superiors, promotions, and the work environment shape the job satisfaction variable. The indicator contributing most significantly to the formation of the job satisfaction variable was promotion opportunities, meaning that every employee at the West Bekasi Pratama Tax Office has the opportunity for career advancement and advancement.

The regression analysis showed that the work environment can increase job satisfaction. These results align with previous research by Candana et al. (2023); Putra, Yulianthini (2022); Yerita et al. (2022); Duriah et al. (2025); Aqilla et al. (2025); Ramadhi et al. (2024); Sutisna (2021); Lestari and Herianto (2024).

### **The Effect of Employee Placement on Job Satisfaction at the West Bekasi Pratama Tax Office**

Based on the results of the descriptive analysis of employee placement variables, employees at the West Bekasi Pratama Tax Office tended to agree that the job itself—salary, promotion opportunities, and supervision—forms the employee placement variable. The most dominant indicator in shaping the employee placement variable is knowledge, meaning that West Bekasi Pratama Tax Office employees possess the knowledge to carry out their work and thus support their work.

The job satisfaction variable showed that West Bekasi Pratama Tax Office employees tended to agree that salary, the work itself, coworkers, superiors, promotions, and the work environment shape the job satisfaction variable. The indicator that contributed most to the formation of the job satisfaction variable was promotion opportunities, meaning that every West Bekasi Pratama Tax Office employee has the opportunity for promotion and advancement.

The results of the regression analysis indicated that employee placement can improve job satisfaction. The results of this study align with previous research by Candana et al. (2023); Putra, Yulianthini (2022); Yerita et al. (2022); Aqilla et al. (2025); Ramadhi et al. (2024).

### **The Influence of the Work Environment on Employee Performance at the West Bekasi Pratama Tax Office**

Based on the descriptive analysis of work environment variables, employees at the West Bekasi Pratama Tax Office tended to agree that indicators such as work atmosphere, coworkers, and work facilities shape the work environment variables. The most dominant indicator influencing the formation of work environment variables was coworkers, meaning that employees at the West Bekasi Pratama Tax Office support and respect each other.

Based on the descriptive analysis of employee performance variables, employees at the West Bekasi Pratama Tax Office tended to agree that indicators such as work quality, quantity, punctuality, effectiveness, and independence shape the employee performance variables. The

indicator with the highest average contribution to the formation of employee performance variables was independence, meaning that employees at the West Bekasi Pratama Tax Office work independently and collaborate with fellow employees and management.

The results of the regression analysis indicate that the work environment can improve employee performance. This finding aligns with previous research by Candana et al. (2023); Aqilla et al. (2025); and Siahaan and Bahri (2019).

### **The Effect of Employee Placement on Employee Performance at the West Bekasi Pratama Tax Office**

Based on the descriptive analysis of employee placement variables, West Bekasi Pratama Tax Office employees tended to agree that the job itself—salary, promotion opportunities, and supervision—forms employee placement variables. The most dominant indicator in shaping employee placement variables is knowledge, meaning West Bekasi Pratama Tax Office employees possess the knowledge to perform their jobs and thus support their work.

Based on the descriptive analysis of employee performance variables, West Bekasi Pratama Tax Office employees tended to agree that work quality, quantity, punctuality, effectiveness, and independence shape employee performance variables. The indicator with the highest average contribution to shaping employee performance variables is independence, meaning that West Bekasi Pratama Tax Office employees work independently and collaborate with fellow employees and management.

The results of the regression analysis indicate that employee placement can improve employee performance. This finding aligns with previous research by Candana et al. (2023); Yerita et al. (2022); Aqilla et al. (2025); and Siahaan and Bahri (2019).

### **The Influence of Job Satisfaction on Employee Performance at West Bekasi Pratama Tax Office**

The job satisfaction variable indicates that West Bekasi Pratama Tax Office employees tend to agree that salary, the work itself, coworkers, superiors, promotions, and the work environment shape the job satisfaction variable. The indicator that contributes most to the job satisfaction variable is promotion opportunities, meaning that every West Bekasi Pratama Tax Office employee has the opportunity for promotion and advancement.

Based on the descriptive analysis of employee performance variables, West Bekasi Pratama Tax Office employees tended to agree that work quality, quantity, punctuality, effectiveness, and independence shape employee performance variables. The indicator with the highest average contribution to employee performance variables was independence, meaning West Bekasi Pratama Tax Office employees work independently and collaborate with fellow employees and management.

The regression analysis showed that job satisfaction can improve employee performance. This finding aligns with previous research by Yerita et al. (2022); Aqilla et al. (2025); Sutisna (2021); Lestari and Herianto (2024).

### **The Influence of the Work Environment on Employee Performance at West Bekasi Pratama Tax Office Through Job Satisfaction**

Based on the descriptive analysis of work environment variables, Bekasi Pratama Tax Office employees tended to agree that indicators such as work atmosphere, coworkers, and work facilities shape work environment variables. The dominant indicator influencing the formation of the work environment variable is coworkers, meaning that West Bekasi Pratama Tax Office employees support and respect each other.

The job satisfaction variable indicates that West Bekasi Pratama Tax Office employees tend to agree that salary, the work itself, coworkers, superiors, promotions, and the work environment shape the job satisfaction variable. The indicator that contributes most

significantly to the formation of the job satisfaction variable is promotion opportunities, meaning that every West Bekasi Pratama Tax Office employee has the opportunity for career advancement and advancement.

Based on the descriptive analysis of employee performance variables, West Bekasi Pratama Tax Office employees tend to agree that work quality, quantity, punctuality, effectiveness, and independence shape the employee performance variable. The indicator that contributes the greatest average impact on the formation of the employee performance variable is independence, meaning that West Bekasi Pratama Tax Office employees work independently and collaborate with fellow employees and superiors.

The path analysis results indicate that job satisfaction does not improve the work environment on employee performance. These results are inconsistent with previous research by Aqilla et al. (2025).

### **The Influence of Employee Placement on Employee Performance at the West Bekasi Pratama Tax Office Through Job Satisfaction**

Based on the results of the descriptive analysis of work environment variables, employees at the West Bekasi Pratama Tax Office tended to agree that indicators such as work atmosphere, coworkers, and work facilities shape the work environment variables. The indicator that most significantly influenced the formation of the work environment variable was coworkers, meaning that employees at the West Bekasi Pratama Tax Office support and respect each other.

Regarding the job satisfaction variable, employees at the West Bekasi Pratama Tax Office tended to agree that salary, the work itself, coworkers, superiors, promotions, and the work environment shape the job satisfaction variable. The indicator that contributed most significantly to the formation of the job satisfaction variable was promotion opportunities, meaning that every employee at the West Bekasi Pratama Tax Office has the opportunity for career advancement and advancement.

Based on the results of the descriptive analysis of employee performance variables, employees at the West Bekasi Pratama Tax Office tended to agree that indicators such as work quality, quantity, punctuality, effectiveness, and independence shape the employee performance variables. The indicator that contributed the most to the formation of the employee performance variable was productivity.

## **CONCLUSION**

Based on the research results, the following conclusions can be drawn: 1.The work environment contributes to job satisfaction at the West Bekasi Pratama Tax Office. Therefore, the first hypothesis is confirmed. 2.Employee placement contributes to job satisfaction at the West Bekasi Pratama Tax Office. Therefore, the second hypothesis is confirmed. 3.The work environment contributes to employee performance at the West Bekasi Pratama Tax Office. Therefore, the third hypothesis is confirmed. 4.Employee placement contributes to employee performance at the West Bekasi Pratama Tax Office.

Therefore, the fourth hypothesis is confirmed. 5.Job satisfaction contributes to employee performance at the West Bekasi Pratama Tax Office. Therefore, the fifth hypothesis is confirmed. 6.Job satisfaction does not improve the work environment on employee performance at the West Bekasi Pratama Tax Office. Therefore, the sixth hypothesis is not confirmed. 7.Job satisfaction does not improve the effect of employee placement on employee performance at the West Bekasi Pratama Tax Office. Therefore, the seventh hypothesis is not confirmed.

Based on the descriptive analysis, it shows that: 1.Regarding the work environment variable, West Bekasi Pratama Tax Office employees tend to agree that the work environment variables include the work atmosphere, coworkers, and work facilities. The dominant indicator contributing to the formation of the work environment variable is the coworkers indicator,

meaning that West Bekasi Pratama Tax Office employees' colleagues at West Bekasi Pratama Tax Office employees support and respect each other. 2.Regarding the work environment variable, West Bekasi Pratama Tax Office employees tend to agree that the work environment variables include the work atmosphere, coworkers, and work facilities. The dominant indicator contributing to the formation of the work environment variables is the coworkers indicator, meaning that West Bekasi Pratama Tax Office employees' colleagues at West Bekasi Pratama Tax Office employees support and respect each other.

3.Regarding the job satisfaction variable, West Bekasi Pratama Tax Office employees tend to agree that the indicators of salary, the work itself, coworkers, superiors, promotions, and the work environment contribute to the job satisfaction variable. The indicator contributing most to the formation of the job satisfaction variable is promotion opportunities, meaning that every West Bekasi Pratama Tax Office employee has the opportunity for promotion and advancement. 4.In the employee performance variable, it shows that West Bekasi Pratama Tax Office employees tend to agree that indicators of work quality, work quantity, punctuality, effectiveness, and independence form employee performance variables. The indicator that provides the largest average for the formation of employee performance variables is independence, meaning that West Bekasi Pratama Tax Office employees work with full independence and cooperate with fellow employees and leaders.

Based on the research findings, the following recommendations are made:

1.The results of this study are expected to contribute to the development of scientific knowledge, insights, and experience of researchers in the field of human resource management, particularly regarding work environment theory, employee placement, job satisfaction, and employee performance.

2.The results of this study are expected to provide managerial implications for the West Bekasi Pratama Tax Office (KPP Pratama Barat) in improving employee performance and job satisfaction, thereby enhancing organizational performance. Improvement efforts should be made by considering the following: a.Work Environment The leadership of the West Bekasi Pratama Tax Office (KPP Pratama Barat) should pay attention to the work environment indicator that provides the lowest value for the formation of work environment variables. This could be achieved by providing community events such as outbound activities or outings to prevent employee boredom.

b.Employee Placement The leadership of the West Bekasi Pratama Tax Office (KPP Pratama Barat) should pay attention to the education indicator that provides the lowest value for the formation of employee placement variables. This could be achieved by providing permission for employees to continue their education to develop competencies to support their work. c.Job Satisfaction The leadership of the West Bekasi Pratama Tax Office (KPP Pratama) should pay attention to the work indicators that provide the lowest scores in shaping the job satisfaction variable. This means that the leadership of the West Bekasi Pratama Tax Office (KPP Pratama) should motivate all employees to love their jobs and develop a sense of belonging to the organization.

d.Employee Performance The leadership of the West Bekasi Pratama Tax Office (KPP Pratama) should pay attention to the work quantity indicators that provide the lowest scores in shaping the employee performance variable. This means that KPP Pratama employees should work with precision and accuracy and be responsible for their work. Likewise, the leadership of the West Bekasi Pratama Tax Office (KPP Pratama) should prioritize employees based on their competencies and abilities.

Based on the research results and discussion, this study aims to examine the influence of the work environment, employee placement, job satisfaction, and employee performance. In this study, the researcher focused on examining the relationship between job satisfaction as a mediating variable between the work environment and employee placement variables and employee performance. The results indicate that job satisfaction is not a viable intervening

variable because it has been shown to have no impact on improving the work environment and employee placement on employee performance. Further research is needed to develop these findings, as additional variables such as competency and organizational culture are needed. This study cannot be generalized due to the different sample sizes and research subjects.

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