

Personnel Performance in KOMINDA Jambi: The Mediating Role of Job Satisfaction and the Moderating Role of Job Placement

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ABSTRACT

Purpose – This study examines how personnel recruitment, competence, technology adoption, servant leadership, and work culture are associated with personnel performance in KOMINDA Jambi, with job satisfaction as a mediator and job placement as a moderator.

Design/methodology/approach – A quantitative cross-sectional survey was conducted from January to March 2025. Purposive sampling yielded 228 valid responses from personnel affiliated with six institutions across eleven regencies/cities. Data were collected using a 1–5 Likert-scale questionnaire and analyzed with PLS-SEM in SmartPLS 4.0 across 23 hypotheses.

Finding/Results – Recruitment, competence, and technology adoption were positively associated with job satisfaction, while job satisfaction was positively associated with performance. Recruitment and technology adoption showed significant indirect effects through satisfaction but unsupported direct effects, indicating indirect-only mediation. Competence showed a negative direct association with performance ($\beta = -.131$, $p = .043$) and a positive indirect association through satisfaction ($\beta = .180$, $p = .005$), indicating competitive mediation. Job placement was positively associated with performance ($\beta = .446$, $p = .001$), strengthened the recruitment–performance and competence–performance associations, and weakened the satisfaction–performance association. Servant leadership and work culture showed no supported direct or indirect associations with performance.

Originality/Value The contribution lies in distinguishing these pathways in a hierarchical intelligence setting: recruitment and technology adoption operate primarily through satisfaction, whereas competence shows opposite-signed direct and indirect pathways. Because the design is cross-sectional and the sample is purposive, the findings are interpreted as sample-specific associations rather than causal effect.

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1. Introduction

The increasingly complex global landscape demands that intelligence methodologies evolve dynamically (Singh & Triadi, 2023). Intelligence is defined as the capacity for human analytical thinking, encompassing the art of seeking, collecting, and processing strategic information essential for state security (Singh & Triadi, 2023). Under Indonesian Law No. 17 of 2011 concerning State Intelligence, threats to national security span multiple dimensions, ranging from economic, food, and health security to cyber threats and separatism. This requires the State Intelligence Agency (BIN) and Regional Intelligence Communities (KOMINDA) to maintain strong performance in safeguarding the nation from these threats.

Survey results from the Indonesian Voter Institute (LPI) indicate that BIN ranks as the most trusted state institution by the public in anticipating potential threats in 2023 (Antaranews, 2023). However, KOMINDA faces coordination challenges among intelligence agencies with distinct authorities and strengths. Additional issues concerning the quantity and quality of human resources, low technological interoperability, and overlapping operational activities pose serious challenges to intelligence effectiveness in Indonesia.

Intelligence personnel performance is closely linked to the ability to execute various intelligence operations, including Open-Source Intelligence (OSINT), Human Intelligence (HUMINT), Signals Intelligence (SIGINT), Financial Intelligence (FININT), Technical Intelligence (TECHINT), and Cyber Intelligence (CYBERINT). Organizational performance fundamentally depends on individual performance, which constitutes an evaluation of organizational habits requiring clear standardization (Paais & Pattiruhu, 2020).

To organize the study parsimoniously, the eight constructs are positioned within a resource–attitude–fit analytical architecture. Personnel recruitment, personnel competence, technology adoption, servant leadership, and work culture are treated as upstream organizational or individual resources that may be associated with personnel performance. Job satisfaction is modeled as the proximal attitudinal mechanism through which these resources may be translated into performance, while job placement represents person–job fit and is specified both as a direct correlate of performance and as a boundary condition that can alter the strength of the resource–performance and satisfaction–performance associations.

This architecture reduces theoretical fragmentation by assigning a specific role to each supporting perspective rather than treating several theories as parallel explanations of the whole model. Technology-acceptance reasoning supports the technology-adoption paths; servant-leadership and work-culture research support their respective antecedent paths; general human-capital reasoning supports recruitment and competence; and Person–Environment Fit Theory provides the main rationale for job placement. Job satisfaction is therefore the central psychological mechanism linking the antecedents to performance, rather than an additional independent theory.

The contribution of the study lies not in the number of predictors but in comparing differentiated pathways within the same hierarchical, mission-oriented intelligence setting. In particular, the model tests whether recruitment, competence, and technology adoption relate to personnel performance directly, indirectly through job satisfaction, or conditionally through job placement. This distinction is important because the same antecedent can show different direct and indirect patterns, and because job placement may strengthen some performance relationships while weakening others. Accordingly, the study examines sample-specific associations rather than claiming causal effects from a cross-sectional design.

2. Literature Review & Hypothesis Development

The hypotheses follow the resource–attitude–fit architecture introduced above. Five antecedents—personnel recruitment, competence, technology adoption, servant leadership, and work culture—are modeled as upstream resources; job satisfaction is the mediating attitudinal mechanism; job placement is both a lower-order predictor and a moderating fit condition; and personnel performance is the outcome. Construct-specific literature is used to justify each path without treating every supporting perspective as a separate overarching theory.

2.1. Personnel Recruitment

Effective, transparent, and competence-based recruitment is theorized to build organizational trust and a sense of fair treatment, which in turn supports job satisfaction (Rahmasuci, 2023; Ali et al., 2023; Anwar & Abdullah, 2021). Recruitment quality may also relate to performance more directly by shaping the initial fit between personnel and their duties (Hamza et al., 2021).

H1: Personnel recruitment is positively associated with job satisfaction.

H6: Personnel recruitment is positively associated with personnel performance.

H13: Job satisfaction mediates the association between personnel recruitment and personnel performance.

2.2. Personnel Competence

Competence—encompassing motives, traits, self-concept, knowledge, and skills—is widely proposed as a correlate of performance in public-sector settings (Bektiarso, 2022; Basri & Umar, 2021). Competence may also shape job satisfaction insofar as capable personnel experience greater self-efficacy and role clarity.

H2: Personnel competence is positively associated with job satisfaction.

H7: Personnel competence is positively associated with personnel performance.

H14: Job satisfaction mediates the association between personnel competence and personnel performance.

2.3. Technology Adoption

Technology-acceptance research (Venkatesh et al., 2003; Farooq et al., 2020) suggests that performance expectancy, effort expectancy, social influence, and facilitating conditions shape both the comfort and the productivity personnel derive from digital tools such as AI-assisted analysis and cyber-security systems (Wulandari et al., 2024; Bag et al., 2022).

H3: Technology adoption is positively associated with job satisfaction.

H8: Technology adoption is positively associated with personnel performance.

H15: Job satisfaction mediates the association between technology adoption and personnel performance.

2.4. Servant Leadership

Servant leadership — emphasizing humility, love, trust, empowerment, and vision (Sendjaya, 2017) — has been linked to job performance through psychological empowerment in several organizational settings (Ludwikowska, 2023; Setyaningrum & Muafi, 2023). Whether this pattern extends to a hierarchical, mission-oriented security organization is an open question that this study tests directly.

H4: Servant leadership is positively associated with job satisfaction.

H9: Servant leadership is positively associated with personnel performance.

H16: Job satisfaction mediates the association between servant leadership and personnel performance.

2.5. Work Culture

Work culture, reflecting shared values such as innovation and risk-taking, attention to detail, outcome and people orientation, team orientation, aggressiveness, and stability (Kuswati, 2020), is proposed elsewhere as a driver of both satisfaction and performance (Paaïs & Pattiruhu, 2020).

H5: Work culture is positively associated with job satisfaction.

H10: Work culture is positively associated with personnel performance.

H17: Job satisfaction mediates the association between work culture and personnel performance.

2.6. Job Satisfaction and Personnel Performance

Job satisfaction is conceptualized as an individual's affective response to work itself, salary, promotion opportunities, working conditions, and supervision (Hadaitana & Iqbal, 2023; Jabid et al., 2023). It is widely proposed as a proximal driver of performance across occupational settings (Riyanto et al., 2021; Hayek et al., 2020).

H11: Job satisfaction is positively associated with personnel performance.

2.7. Job Placement as a Moderator

Person-Environment Fit Theory (Kristof, 1996) and the person-job-fit literature suggest that placing personnel according to their education, work knowledge, skills, and experience (Santoso et al., 2025; Afriana, 2021) changes how strongly other determinants translate into performance. Job placement is therefore modeled both as a direct correlate of performance and as a moderator of the paths linking the five antecedents and job satisfaction to performance.

H12: Job placement is positively associated with personnel performance.

H18: Job placement moderates the association between personnel recruitment and personnel performance.

H19: Job placement moderates the association between personnel competence and personnel performance.

H20: Job placement moderates the association between technology adoption and personnel performance.

H21: Job placement moderates the association between servant leadership and personnel performance.

H22: Job placement moderates the association between work culture and personnel performance.

H23: Job placement moderates the association between job satisfaction and personnel performance.

In total, the model specifies 23 hypothesized paths — 12 direct-effect hypotheses (H1–H12), 5 mediation hypotheses (H13–H17), and 6 moderation hypotheses (H18–H23). This corrects a count reported elsewhere in the source manuscript’s abstract, which referred to 17 hypotheses; the enumerated hypotheses in the source’s own results tables run from H1 to H23.

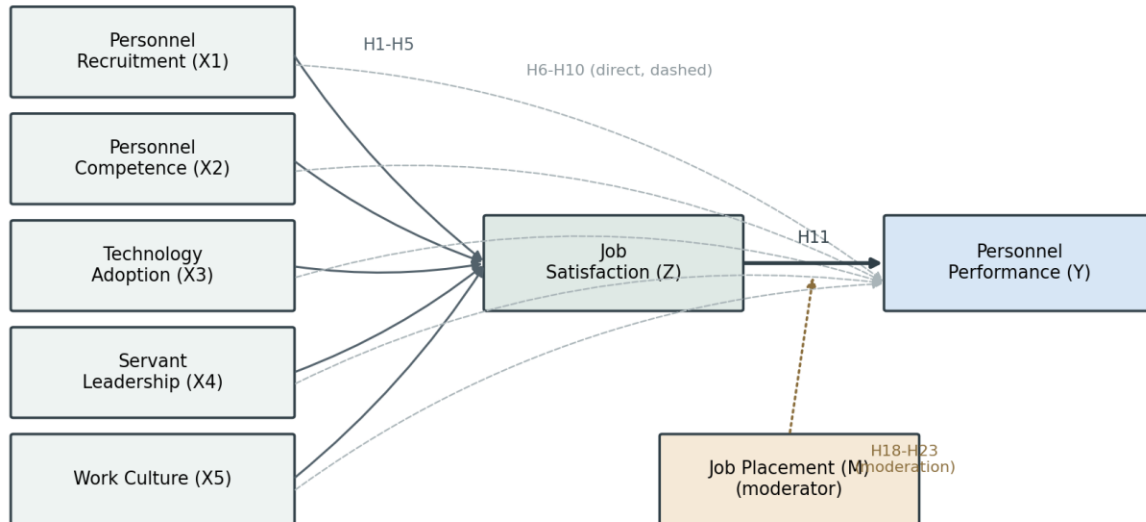


Figure 1. Original conceptual framework linking recruitment, competence, technology adoption, servant leadership and work culture to personnel performance, through job satisfaction (mediator) and job placement (moderator).

Source: Adapted from the source manuscript’s tested paths (Tables 6-8 of Section 4.4); hypothesis labels follow the corrected H1-H23 numbering.

3. Methodology

3.1. Research Design

The study used a quantitative, cross-sectional survey design. Data on all constructs were collected during a single period (January–March 2025) and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Because predictors, mediator, moderator, and outcome were measured concurrently from the same respondents, the estimated paths are interpreted as statistical associations consistent with the hypothesized mediation and moderation structure rather than as demonstrated causal effects or evidence of temporal precedence. The study follows a positivist paradigm in treating the measured organizational constructs as observable through standardized indicators.

3.2. Setting, Population, and Participants

The population comprised intelligence personnel affiliated with the Regional Intelligence Community (KOMINDA) in Jambi Province and drawn from six institutions: BINDA, TNI, Polri, the Attorney General’s Office, Immigration, and Kesbangpol. Purposive sampling used two eligibility criteria: at least two years of work experience and willingness to complete the questionnaire. A total of 228 respondents were obtained across eleven regencies/cities (Table 1). Institution-specific frequencies were not retained in the analytical dataset; consequently, the sample cannot be disaggregated by agency. This limits

assessment of possible institutional heterogeneity in leadership systems, personnel status, work culture, technology infrastructure, and performance standards.

Table 1. Research Sample Distribution

No.	Regency/City	Number
1	Jambi City	15
2	Tanjab Barat	15
3	Tanjab Timur	12
4	Muaro Jambi	33
5	Batanghari	32
6	Sarolangun	33
7	Bungo	16
8	Tebo	15
9	Merangin	28
10	Kerinci	15
11	Sungai Penuh	14
	Total	228

Source: Primary questionnaire data, processed by the author(s), 2025.

3.3. Measures

The questionnaire operationalized eight constructs: personnel recruitment (X1), personnel competence (X2), technology adoption (X3), servant leadership (X4), work culture (X5), job satisfaction (Z, mediator), job placement (M, moderator), and personnel performance (Y). Each construct's dimensions and source literature are summarized in Table 2. All items used a 1-5 Likert-type response format (1 = Strongly Disagree, 5 = Strongly Agree), and the questionnaire underwent validity and reliability testing prior to use (Section 4.2).

Table 2. Operational Definition of Variables

Variable	Definition	Dimensions/Indicators	Source
Personnel Recruitment (X1)	The process of identifying and attracting qualified applicants to work within an organization.	Corporate culture; Recruitment structure; Enterprise training	Xu et al. (2019); Ali et al. (2023)
Personnel Competence (X2)	Ability based on work behavior, skills, and knowledge supported by performance.	Motives; Traits; Self-concept; Knowledge; Skills	Bektiarso (2022); Basri & Umar (2021)

Variable	Definition	Dimensions/Indicators	Source
Technology Adoption (X3)	The selection process for adopting and utilizing new findings or innovations.	Performance expectancy; Effort expectancy; Social influence; Facilitating conditions; Hedonic motivation	Farooq et al. (2020); Wulandari et al. (2024)
Servant Leadership (X4)	Leadership style emphasizing service, empathy, and empowerment of subordinates.	Humility; Love; Trust; Empowerment; Vision	Sendjaya (2017); Ludwikowska (2023)
Work Culture (X5)	Philosophy based on values, habits, and drivers cultivated within a group.	Innovation and risk-taking; Attention to detail; Outcome orientation; People orientation; Team orientation; Aggressiveness; Stability	Kuswati (2020); Paais & Pattiruhu (2020)
Job Satisfaction (Z)	Individual's affective response to work, work situation, and cooperation within the organization.	Work itself; Salary; Promotion opportunities; Working conditions; Supervisor	Hadaitana & Iqbal (2023); Jabid et al. (2023)
Job Placement (M)	The process of placing the right person in the right place.	Education; Work knowledge; Work skills; Work experience	Santoso et al. (2025); Afriana (2021)
Personnel Performance (Y)	The level of success of personnel in performing assigned duties.	Work quantity; Quality of work; Punctuality; Effectiveness; Independence	Sugma (2022); Paais & Pattiruhu (2020)

Source: Adapted from the source manuscript's operational-definition table. The source manuscript's Section 3.2 narrative additionally referenced Non-Performing Loans (NPL), Loan to Deposit Ratio (LDR), Capital Adequacy Ratio (CAR), Return on Assets (ROA), and Book Value per Share (BVS) as this study's variables; those constructs belong to an unrelated banking study and appear to be a leftover template fragment. They are omitted here as they do not correspond to any construct actually measured in this KOMINDA personnel-performance survey.

3.4. Data Collection Technique

Data were collected through an online questionnaire (Google Forms) distributed to respondents. The questionnaire consisted of closed-ended statements using the 1-5 Likert scale described above.

3.5. Data Analysis Method

Data analysis employed PLS-SEM using SmartPLS 4.0. The analysis proceeded in two stages: (1) measurement-model evaluation using outer loadings ($> .70$ where possible), Average Variance Extracted (AVE $> .50$), and composite reliability ($> .70$); and (2) structural-model evaluation using R^2 , Q^2 , effect size (f^2), and bootstrapped hypothesis testing at $\alpha = .05$ (two-tailed $t > 1.96$). Discriminant-validity statistics

such as HTMT or Fornell–Larcker comparisons were not available in the analytical output; therefore, the measurement-model conclusions are limited to convergent validity and internal-consistency reliability.

4. Result and Discussion

4.1. Respondent Profile

Table 3 summarizes the characteristics of the 228 participating personnel. The majority of respondents were female (60.1%), aged 19-25 years (48.2%), and held a bachelor's degree (60.1%), indicating that KOMINDA Jambi personnel in this sample were predominantly young, working-age, and well-educated.

Table 3. Respondent Characteristics (N = 228)

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	91	39.9
	Female	137	60.1
Age	19-25 years	110	48.2
	26-45 years	87	38.2
	46-55 years	31	13.6
Education	Senior High School	88	38.6
	Bachelor's Degree	137	60.1
	Master's Degree	3	1.3

Source: Primary questionnaire data, processed by the author(s), 2025.

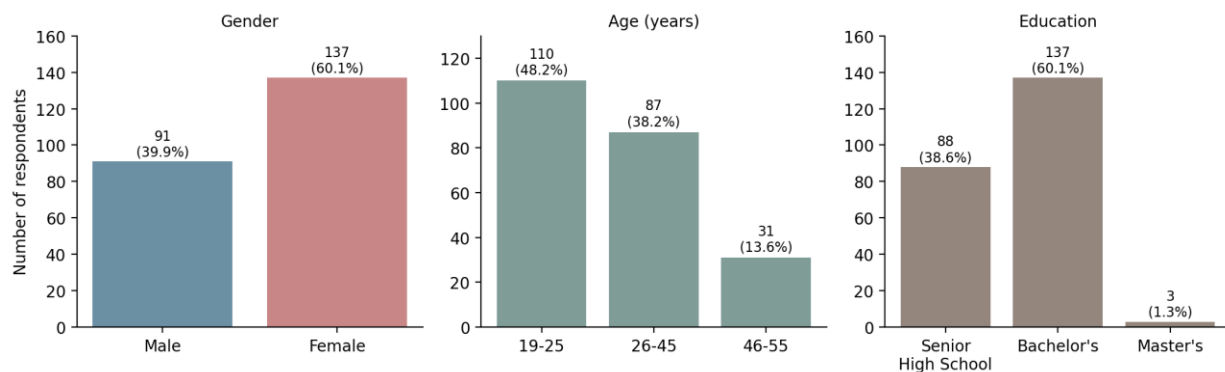


Figure 2. Gender, age, and education distribution of participating KOMINDA Jambi personnel.

Source: Primary questionnaire data, processed by the author(s), 2025.

4.2. Measurement Quality (Outer Model Evaluation)

Table 4 and Table 5 report convergent validity and internal-consistency reliability. Outer loadings exceeded .70 for nearly all indicators; two servant-leadership indicators (SL1 = .595; SL2 = .614) were below the conventional .70 threshold but above .50 and were retained. Average Variance Extracted (AVE) exceeded .50 for every construct, and composite reliability exceeded .70 for every construct. These

results support convergent validity and internal consistency, but discriminant validity cannot be confirmed because HTMT or Fornell–Larcker statistics were not available.

Table 4. Average Variance Extracted (AVE) Values

Variable	AVE	Description
Personnel Recruitment	0.627	Valid
Personnel Competence	0.698	Valid
Technology Adoption	0.742	Valid
Servant Leadership	0.544	Valid (borderline; see Section 6)
Work Culture	0.780	Valid
Job Satisfaction	0.766	Valid
Job Placement	0.762	Valid
Personnel Performance	0.878	Valid

Source: Primary questionnaire data, processed by the author(s), 2025.

Table 5. Composite Reliability Values

Variable	Composite Reliability	Description
Personnel Recruitment	0.893	Reliable
Personnel Competence	0.920	Reliable
Technology Adoption	0.934	Reliable
Servant Leadership	0.854	Reliable
Work Culture	0.947	Reliable
Job Satisfaction	0.942	Reliable
Job Placement	0.941	Reliable
Personnel Performance	0.973	Reliable

Source: Primary questionnaire data, processed by the author(s), 2025.

4.3. Inner Model Evaluation

The R^2 value for job satisfaction is .817 (strong), and for personnel performance is .908 (very strong). The Q^2 value of .983 (> 0) indicates strong predictive relevance for the model as specified. Effect-size (f^2) values indicate that recruitment (.512), technology adoption (1.134), and job placement (.446) have large effects on performance within this model, while servant leadership (.000) and work culture (.002) have negligible effects. These R^2 and Q^2 values describe how well the specified model fits this sample; they do not by themselves establish that the modeled paths are causal.

4.4. Hypothesis Testing

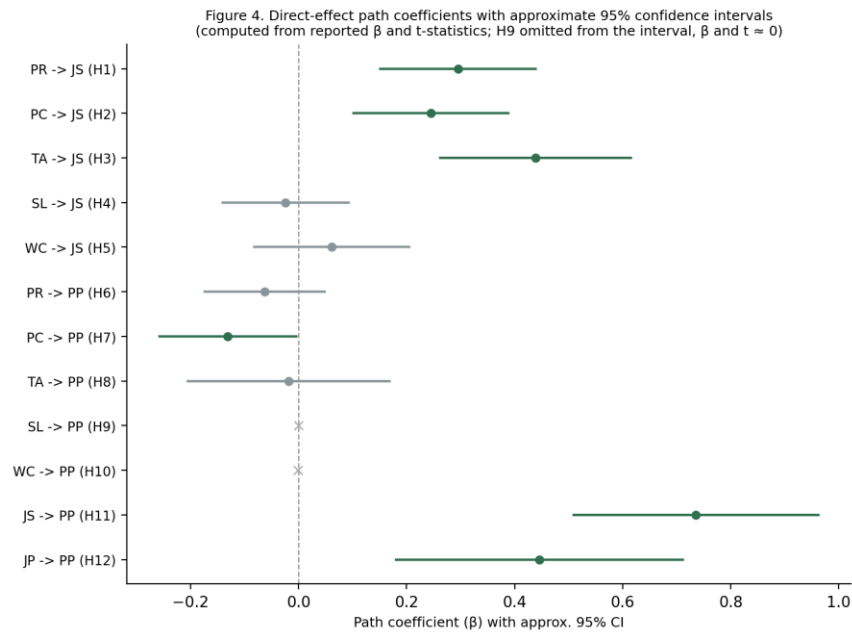
Tables 6–8 report the path coefficients, t-statistics, and p-values for the direct, mediation, and moderation hypotheses. Approximate 95% confidence intervals were calculated as $\beta \pm 1.96(\beta/t)$, treating β/t as an approximate standard error, because percentile bootstrap confidence intervals were not available in the exported statistical results. These intervals are therefore descriptive approximations and should not be interpreted as substitutes for directly reported bootstrap intervals. For H9 ($\beta = .000$, $t = .013$), an interval is not meaningfully estimable.

Table 6. Direct Effects Hypothesis Testing Results

Hyp.	Path	β	t	p	Approx. 95% CI	Conclusion
H1	PR -> JS	0.295	4.023	0.000	0.151, 0.439	Supported
H2	PC -> JS	0.245	3.352	0.001	0.102, 0.388	Supported
H3	TA -> JS	0.439	4.877	0.000	0.263, 0.615	Supported
H4	SL -> JS	-0.024	0.405	0.686	-0.140, 0.092	Not supported
H5	WC -> JS	0.061	0.834	0.405	-0.082, 0.204	Not supported
H6	PR -> PP	-0.063	1.111	0.267	-0.174, 0.048	Not supported
H7	PC -> PP	-0.131	2.033	0.043	-0.257, -0.005	Supported (negative)
H8	TA -> PP	-0.018	0.189	0.850	-0.205, 0.169	Not supported
H9	SL -> PP	0.000	0.013	0.989	not estimable	Not supported
H10	WC -> PP	-0.001	0.019	0.985	-0.104, 0.102	Not supported
H11	JS -> PP	0.736	6.369	0.000	0.509, 0.963	Supported
H12	JP -> PP	0.446	3.290	0.001	0.180, 0.712	Supported

Legend: PR=Personnel Recruitment; PC=Personnel Competence; TA=Technology Adoption; SL=Servant Leadership; WC=Work Culture; JS=Job Satisfaction; JP=Job Placement; PP=Personnel Performance.

Approximate 95% CI computed as described above from the source manuscript's reported β and t-statistics



Source: Computed from the direct-effect coefficients and t-statistics reported in Table 6.

Table 7. Indirect Effects (Mediation) Hypothesis Testing Results

Hyp.	Path	β	t	p	Approx. 95% CI	Conclusion
H13	PR -> JS -> PP	0.217	3.483	0.001	0.095, 0.339	Supported (full mediation)
H14	PC -> JS -> PP	0.180	2.802	0.005	0.054, 0.306	Supported (partial mediation)
H15	TA -> JS -> PP	0.323	3.911	0.000	0.161, 0.485	Supported (full mediation)
H16	SL -> JS -> PP	-0.018	0.403	0.687	-0.106, 0.070	Not supported
H17	WC -> JS -> PP	0.045	0.796	0.427	-0.066, 0.156	Not supported

Source: Primary questionnaire data, processed by the author(s), 2025; approximate CI as described above.

Table 8. Moderation Effects Hypothesis Testing Results

Hyp.	Path	β	t	p	Approx. 95% CI	Conclusion
H18	PR*JP -> PP	0.310	2.416	0.016	0.058, 0.562	Supported (strengthens)
H19	PC*JP -> PP	0.188	2.125	0.033	0.015, 0.361	Supported (strengthens)
H20	TA*JP -> PP	-0.098	0.804	0.421	-0.337, 0.141	Not supported
H21	SL*JP -> PP	0.029	0.178	0.858	-0.290, 0.348	Not supported
H22	WC*JP -> PP	-0.269	1.487	0.137	-0.624, 0.086	Not supported

Hyp.	Path	β	t	p	Approx. 95% CI	Conclusion
H23	JS*JP -> PP	-0.567	4.701	0.000	-0.803, -0.330	Supported (weakens)

Source: Primary questionnaire data, processed by the author(s), 2025; approximate CI as described above.

Overall, job placement strengthens the recruitment- and competence-performance associations (H18, H19) while weakening the job satisfaction-performance association (H23); it does not significantly moderate the paths from technology adoption, servant leadership, or work culture to performance (H20-H22). Table 9 summarizes model fit and the full set of hypothesis outcomes.

Table 9. Model Fit and Hypothesis-Outcome Summary

Indicator / Group	Result	Interpretation
R ² (Job Satisfaction)	0.817	Strong explained variance
R ² (Personnel Performance)	0.908	Very strong explained variance
Q ² (Personnel Performance)	0.983	Strong predictive relevance
Direct effects (H1-H12)	6 supported / 6 not supported	H1, H2, H3, H7 (negative), H11, H12 supported
Mediation (H13-H17)	3 supported / 2 not supported	H13, H15 full mediation; H14 partial mediation
Moderation (H18-H23)	3 supported / 3 not supported	H18, H19 strengthen; H23 weakens
Overall (H1-H23)	12 supported / 11 not supported	23 hypotheses tested in total

Source: Compiled from Tables 6-8 above.

4.5. Discussion

4.5.1. Personnel Recruitment, Job Satisfaction, and Performance

Personnel recruitment is positively associated with job satisfaction (H1: $\beta = .295$, $p < .001$) but shows no significant direct association with performance (H6: $\beta = -.063$, $p = .267$). The indirect association through job satisfaction is significant (H13: $\beta = .217$, $p = .001$). Following contemporary mediation terminology, this pattern is consistent with indirect-only mediation because the indirect effect is supported while the direct effect is not (Zhao et al., 2010). Recruitment therefore appears to relate to performance mainly through the attitudinal mechanism of job satisfaction in this sample, consistent with evidence that transparent and competence-based recruitment can support favorable employee attitudes (Rahmasuci, 2023; Ali et al., 2023).

4.5.2. Personnel Competence, Job Satisfaction, and Performance

Personnel competence is positively associated with job satisfaction (H2: $\beta = .245$, $p = .001$), but its hypothesized positive direct association with performance is not supported because the observed direct coefficient is negative (H7: $\beta = -.131$, $p = .043$). At the same time, competence has a positive indirect association with performance through job satisfaction (H14: $\beta = .180$, $p = .005$). Because the direct and indirect effects are both statistically supported but have opposite signs, the pattern is classified as

competitive mediation (Zhao et al., 2010), not as evidence of a newly established theoretical phenomenon. The opposite-signed paths may reflect suppression, role mismatch, or unmeasured institutional conditions, but the cross-sectional design cannot identify which mechanism is responsible.

4.5.3. Technology Adoption, Job Satisfaction, and Performance

Technology adoption is positively associated with job satisfaction (H3: $\beta = .439$, $p < .001$) but not directly with performance (H8: $\beta = -.018$, $p = .850$). Its indirect association with performance through job satisfaction is significant and is the largest of the five tested indirect effects (H15: $\beta = .323$, $p < .001$), indicating indirect-only mediation (Zhao et al., 2010). This pattern is consistent with evidence that technology adoption can improve work processes and employee experience when digital tools are useful and supported (Bag et al., 2022; Wulandari et al., 2024). In this sample, technology is therefore linked to performance primarily through the attitudinal channel of satisfaction rather than through a detectable direct path.

4.5.4. Servant Leadership, Job Satisfaction, and Performance

Servant leadership shows no significant association with job satisfaction (H4: $\beta = -0.024$; $p = 0.686$) or performance (H9: $\beta = 0.000$; $p = 0.989$), and no mediated association through job satisfaction (H16: $\beta = -0.018$; $p = 0.687$). This contrasts with leadership literature that treats servant leadership as broadly beneficial (Ludwikowska, 2023; Setyaningrum & Muafi, 2023). One possible reading, consistent with a contingency view of leadership (Fiedler, 1967), is that in a hierarchical, closed, mission-oriented intelligence context, decisiveness and task-orientation may be valued differently than in the settings where servant leadership has previously shown positive associations. Because leadership style was measured only as reported by subordinates at one point in time, this explanation should be treated as a plausible interpretation rather than a demonstrated mechanism.

4.5.5. Work Culture, Job Satisfaction, and Performance

Work culture shows no significant association with job satisfaction (H5: $\beta = 0.061$; $p = 0.405$) or performance (H10: $\beta = -0.001$; $p = 0.985$), and no mediated association through job satisfaction (H17: $\beta = 0.045$; $p = 0.427$). One possible interpretation is that, within this sample, cultural values such as integrity, loyalty, and confidentiality are already broadly shared across intelligence personnel and therefore do not vary enough to differentiate performance statistically. This would be consistent with Paaïs & Pattiruhu (2020) and Kuswati (2020) in spirit, while suggesting that in mission-based organizations, structural and operational factors (technology, placement, satisfaction) may carry more explanatory weight than general cultural values — though, again, this account is offered as a plausible reading of a null result rather than a confirmed explanation.

4.5.6. Job Satisfaction and Personnel Performance

Job satisfaction has the strongest supported direct association with personnel performance in the model (H11: $\beta = .736$, $p < .001$). This is consistent with empirical work linking satisfaction and employee performance across organizational settings (Riyanto et al., 2021; Paaïs & Pattiruhu, 2020). Within this sample, satisfaction appears to summarize several upstream inputs—particularly recruitment quality, competence-related experience, and technology adoption—and is the most proximal measured correlate of how personnel report performing their duties.

4.5.7. Job Placement as a Moderating Variable

Job placement functions as a significant moderator with a mixed pattern. It strengthens the recruitment-performance association (H18: $\beta = 0.310$; $p = 0.016$) and the competence-performance association (H19:

$\beta=0.188$; $p=0.033$), but weakens the job satisfaction-performance association (H23: $\beta=-0.567$; $p<0.001$); it does not significantly moderate the technology-adoption, servant-leadership, or work-culture paths (H20-H22). One interpretation, consistent with Person-Environment Fit Theory (Kristof, 1996), is that appropriate placement may help convert recruitment quality and competence into performance, while very comfortable placement could reduce the marginal role satisfaction plays in driving performance — a complacency-type account. As with the other discussion points in this section, this remains an interpretation of the statistical pattern rather than a confirmed causal story; the moderation coefficients describe how the estimated satisfaction-performance slope differs across levels of placement in this cross-sectional sample.

4.6. Research Implications

4.6.1. Theoretical Implications

The findings support a more focused theoretical interpretation than a collection of parallel theories. First, job satisfaction functions as the central attitudinal mechanism linking several upstream resources to performance. Second, the mediation patterns are differentiated: recruitment and technology adoption show indirect-only mediation, whereas competence shows competitive mediation. Third, Person-Environment Fit reasoning is consistent with the finding that job placement is both positively associated with performance and a boundary condition that strengthens some paths while weakening another. The null results for servant leadership and work culture further indicate that relationships established in other organizational settings should not be assumed to transfer uniformly to a hierarchical intelligence context.

4.6.2. Practical (Managerial) Implications

If the associations reported here hold up under further study, several practical implications follow for KOMINDA management and comparable intelligence institutions: (1) prioritizing job satisfaction through reward systems, supportive work environments, and regular satisfaction surveys; (2) treating technology adoption partly as a psychological investment — user-friendly tools, continuous training, and responsiveness to personnel feedback — rather than purely a technical upgrade; (3) maintaining recruitment transparency and fairness as a foundation for trust; (4) managing competence deliberately through appropriate placement and task variety, to guard against the disengagement pattern suggested by the opposite-signed competence pattern; (5) reviewing which leadership style fits a mission-based, hierarchical setting rather than assuming servant leadership transfers directly from other sectors; (6) treating work culture as a normative foundation rather than a primary performance lever, on the evidence from this sample; and (7) using job placement deliberately, given its mixed moderating role, rather than assuming more comfortable placement is always better.

4.6.3. Regulatory (Policy) Implications

For regulators (BIN, the Ministry of PAN-RB, BKN), the findings suggest possible policy directions, offered as recommendations for further consideration rather than settled conclusions: (1) competence- and integrity-based recruitment systems; (2) standardized recruitment processes across KOMINDA units; (3) profile-based job-placement systems; (4) digital-transformation roadmaps for intelligence work; (5) competence-based career development; (6) review of compensation and non-financial reward systems; (7) development of intelligence-specific leadership models; and (8) integration of intelligence human-resource policy into broader bureaucratic-reform agendas.

5. Conclusion

This study examined 23 hypothesized associations among five antecedents, job satisfaction, job placement, and personnel performance using PLS-SEM on a purposive cross-sectional sample of 228 KOMINDA Jambi personnel. Personnel recruitment, competence, and technology adoption were positively associated with job satisfaction, whereas servant leadership and work culture were not. Job satisfaction showed the strongest supported direct association with personnel performance. For mediation, recruitment and technology adoption exhibited indirect-only mediation because their indirect effects through job satisfaction were supported while their direct effects were not. Competence exhibited competitive mediation: it was positively associated with performance indirectly through job satisfaction but showed a statistically significant negative direct coefficient, so H7's hypothesized positive direct relationship was not supported. Job placement was positively associated with performance and acted as a mixed moderator, strengthening the recruitment–performance and competence–performance associations while weakening the job satisfaction–performance association; the remaining moderation paths were not supported. These findings indicate that job satisfaction is a central mechanism through which selected organizational and personnel resources relate to performance, while placement functions as an important contextual condition. The results should be interpreted as sample-specific associations rather than causal effects because the design is cross-sectional and non-probability based. Future research should use longitudinal, multi-source, and institution-stratified data to establish temporal order, test agency-level heterogeneity, and examine the mechanisms that may explain the opposite-signed competence paths.

6. Limitations and Future Research

6.1. Research Limitations

1. A purely quantitative approach without qualitative triangulation, which limits insight into personnel's own accounts of the mechanisms discussed in Section 4.5.
2. A cross-sectional design that cannot capture dynamic changes over time or establish temporal precedence among recruitment, competence, technology adoption, satisfaction, and performance.
3. A purposive (non-probability) sampling technique with potential selection bias, since personnel who were accessible and willing to respond may differ from the broader KOMINDA population.
4. A sample size ($N = 228$) that, while adequate for the fitted PLS-SEM model, is relatively small for a model of this complexity (23 hypothesized paths).
5. Reliance on a Likert scale completed by the same respondents for both predictors and outcomes, which is vulnerable to social-desirability and common-method bias.
6. A construct-validity limitation for servant leadership, whose AVE (0.544) is close to the conventional 0.50 minimum, and two of whose indicators (SL1, SL2) load below the conventional 0.70 threshold.
7. Moderating-variable (job placement) measurement based on subjective self-perception rather than an objective placement-fit index.
8. The source record does not report a discriminant-validity test (e.g., HTMT or Fornell-Larcker), so discriminant validity could not be independently confirmed for this revision.
9. Limited generalizability beyond the KOMINDA Jambi context, given the purposive sample and the specific institutional setting.

6.2. Recommendations for Future Research

1. Employ mixed-methods approaches combining quantitative modeling with qualitative accounts from personnel.
2. Conduct longitudinal studies to establish temporal order and capture dynamic changes in satisfaction and performance.
3. Use larger samples and probability sampling to improve generalizability.
4. Add other mediating and moderating variables (e.g., organizational commitment, work engagement, psychological empowerment) to test alternative explanations for the null and paradoxical findings reported here.
5. Conduct multi-group analysis to examine whether the reported associations differ by institution, tenure, or region.
6. Develop more contextual, intelligence-specific measurement instruments, particularly for servant leadership and work culture.
7. Test the model in other intelligence agencies or public-sector organizations to examine how far these associations generalize.
8. Report discriminant-validity diagnostics (HTMT, Fornell-Larcker) and bootstrap confidence intervals directly, so that future readers do not need the approximate intervals calculated in Section 4.4.

Author Contributions

The source manuscript identifies Syafrilendi, Nera Marinda Machdar, and Wastam Wahyu Hidayat as authors but does not specify individual CRediT roles, and lists a corresponding-author e-mail address that does not visibly match any of the three names. The authors should confirm the corresponding author's identity and their individual contribution statement before submission.

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The source manuscript does not contain a competing-interests declaration. The authors should provide and confirm the journal-required disclosure at the point of submission.

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