Asset-Based Community Development for Employee Performance Enhancement by Leveraging Personality and Job Satisfaction

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Abstract. This study examines the impact of personality and job satisfaction on employee performance at the Directorate of Commercial Order, Ministry of Trade of the Republic of Indonesia. The research employs a quantitative approach using Structural Equation Modeling (SEM) with AMOS software for data analysis. A total of 141 employees were surveyed using a census sampling method. The results reveal that personality has a significant positive effect on employee performance, indicating that traits such as conscientiousness and emotional stability enhance work outcomes. Similarly, job satisfaction significantly influences performance, emphasizing the importance of workplace conditions, compensation, and career development in boosting employee productivity. Furthermore, job satisfaction partially mediates the relationship between personality and performance, demonstrating that satisfied employees are more likely to translate their personality traits into high performance. The findings align with the Asset-Based Community Development (ABCD) approach, which suggests that organizations should focus on optimizing employees' intrinsic strengths rather than merely addressing weaknesses. By fostering a work environment that enhances job satisfaction, organizations can maximize employee contributions and overall performance. Despite its contributions, this study has limitations, including the scope of variables and the sample size confined to one directorate. Future research should explore additional factors such as leadership style, organizational culture, and work-life balance. Expanding the sample to include different institutions and industries could improve generalizability. Moreover, longitudinal studies are recommended to assess long-term behavioral patterns. This study provides valuable insights for policymakers and organizational leaders in enhancing employee performance through personality development and job satisfaction strategies.

Keywords: Personality; Job Satisfaction; Employee Performance; Asset-Based Community Development (ABCD); Structural Equation Modeling (SEM); Goodness of Fit

1. Introduction

The success of an organization is significantly influenced by the quality of its human resources, particularly in achieving optimal performance (López-Lemus et al., 2024).

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Employee performance serves as a key indicator of an organization's success, enabling it to meet strategic goals effectively (Ángeles López-Cabarcos et al., 2022). High-performing individuals and teams contribute to the organization's ability to achieve both short-term and long-term objectives.

One of the primary determinants of employee performance is personality. Individual personality traits such as openness, confidence, and emotional intelligence play a crucial role in shaping work behavior and performance outcomes. Research by Paredes-Saavedra et al. (2024) highlights that employees with high emotional intelligence tend to collaborate better, manage workplace conflicts efficiently, and contribute positively to team dynamics. Similarly, Green et al. (2019) emphasizes that personality influences how individuals respond to different workplace situations, shaped by social and environmental contexts.

In the context of Asset-Based Community Development (ABCD) (2018; 2023; 2014; 2021), organizations can leverage employees' inherent strengths—such as their personality traits and job satisfaction levels—as key assets for improving workplace performance. Instead of focusing on deficiencies, ABCD emphasizes the utilization of existing employee capabilities, workplace relationships, and intrinsic motivation to foster sustainable organizational development.

The Directorate of Commercial Order, a key division within the Ministry of Trade of the Republic of Indonesia (Junaedi, 2022), is responsible for ensuring compliance with trade regulations through supervision and enforcement mechanisms. Despite its critical role, preliminary survey results from 30 employees indicate that performance remains suboptimal. Many employees struggle to meet work targets, and some exhibit low responsiveness in handling work-related challenges. This suggests potential issues related to personality dynamics and job satisfaction, which may be influencing overall performance.

Studies have consistently shown that job satisfaction plays a mediating role in the relationship between personality and performance. Locke & Latham (2002) argue that employees who derive satisfaction from their work are more likely to be motivated, engaged, and productive. Moreover, Herzberg's Two-Factor Theory (2021) underscores that workplace satisfaction is influenced by hygiene factors (e.g., work environment, compensation) and motivational factors (e.g., recognition, responsibility). This aligns with the ABCD framework, which seeks to optimize existing workplace strengths—such as employee motivation and job satisfaction—to drive performance improvement.

While extensive research has examined the direct influence of personality on job performance, few studies have explored this relationship within the framework of Asset-Based Community Development (ABCD). Most existing studies adopt a deficit-based approach, focusing on performance gaps rather than leveraging employee strengths. Furthermore, while research supports the role of job satisfaction in mediating personality-performance relationships, limited empirical studies have assessed this mediation in government institutions, particularly within regulatory bodies like the Directorate of Commercial Order. This study seeks to fill this gap by integrating ABCD principles into an analysis of personality, job satisfaction, and performance.

This research holds both theoretical and practical significance. Theoretically, it extends the existing literature on personality, job satisfaction, and performance by incorporating the ABCD approach. By shifting the focus toward leveraging employees'

strengths, this study provides a novel perspective on human resource development within government institutions.

Practically, the findings of this study offer valuable insights for policymakers and organizational leaders within the Ministry of Trade. By identifying personality traits and workplace factors that enhance performance, organizations can implement strength-based interventions—such as mentorship programs, leadership development initiatives, and motivational strategies—to enhance employee productivity. Moreover, applying ABCD principles can foster a more engaged and resilient workforce, leading to long-term organizational sustainability.

Based on the aforementioned discussions, this study aims to analyze the influence of personality on employee performance at the Directorate of Commercial Order, Ministry of Trade of the Republic of Indonesia (2020; 2022; 2022). Additionally, it seeks to evaluate the impact of personality on job satisfaction among employees and assess how job satisfaction affects employee performance. Furthermore, this research examines the mediating role of job satisfaction in the relationship between personality and employee performance within the framework of Asset-Based Community Development (ABCD). By adopting a community-driven approach, this study aspires to offer a transformative perspective on performance enhancement, emphasizing the optimization of employees' strengths and intrinsic capacities rather than merely addressing deficiencies.

2. Methods

This study employs a quantitative research approach, utilizing a systematic method to collect and analyze numerical data. The primary objective is to explain phenomena, test theoretical frameworks, and derive statistically accountable conclusions. The research focuses on evaluating the relationship between personality, job satisfaction, and employee performance within the framework of Asset-Based Community Development (ABCD), emphasizing the optimization of employees' strengths rather than merely addressing deficiencies.

The study was conducted at the Directorate of Commercial Order, Ministry of Trade of the Republic of Indonesia, located at Jalan Jenderal Sudirman Number 10, Medan, North Sumatra, Indonesia. Given the need for a robust analytical model, this study employs Structural Equation Modeling (SEM), a technique that integrates factor analysis within the measurement model and regression analysis within the structural model. In SEM research, determining an adequate sample size is crucial. According to Hair et al. (2009), the optimal sample size for SEM ranges between 100 and 200 respondents, or 5–10 times the number of indicators used. Since this study incorporates 17 indicators, the required sample size falls between 85 and 170 respondents. Using a common calculation method, where the number of indicators is multiplied by 8, the suggested sample size is 136 respondents. However, considering that the Directorate of Commercial Order employs 141 individuals, the study opts for a census method (also known as saturation sampling), meaning that every employee is included in the study (Sugiyono, 2011). This approach ensures that all perspectives are accounted for, thereby increasing the reliability and validity of the findings.

For data analysis, the study utilizes Structural Equation Modeling (SEM) with AMOS (Analysis of Moment Structure) software, allowing for a comprehensive assessment of direct and indirect relationships among the study variables (Hair et al., 2011; Henseler et al., 2015; Onyango et al., 2023; Rosseel, 2012). The research process follows a structured

sequence. First, a theory-based model is developed to establish the conceptual framework. This is followed by the development of a path diagram, which visually represents the hypothesized relationships between personality, job satisfaction, and employee performance.
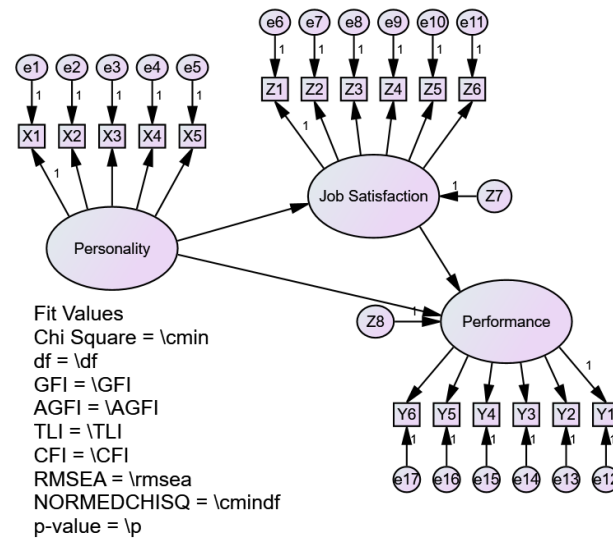
Figure 2 Full Model Research

The mathematical representation of these relationships is formulated through structural equations as follows:

$$Z = b1X + Z1$$

$$Y = b2X + b2Z + Z2$$

Where X represents personality, Z denotes job satisfaction, and Y signifies employee performance. The coefficients b1 and b2 measure the strength of these relationships, while Z1 and Z2 account for residual errors.

Subsequent stages in the SEM process involve inputting the matrix and estimating the model, analyzing potential identification problems, and evaluating goodness-of-fit criteria to ensure the model's validity.

Table 1 Model Feasibility Testing Index

Goodness of Fit Index	Cut-off Value
χ^2 C-square Statistics	df, $\alpha = 5\%$
Probability	≥ 0.05
CMIN/DF	≤ 2.00
GFI (Goodness of Fit Index)	≥ 0.90
AGFI (Adjusted GFI)	≥ 0.90
TLI (Tucker-Lewis Index)	≥ 0.95
CFI (Comparative Fit Index)	≥ 0.95

RMSEA (Root Mean Square Error of Approximation)	≤ 0.08

The feasibility of the model is tested using multiple indices, as outlined in Table 1. Finally, model interpretation and modification are carried out, where the significance of relationships is tested using the Critical Ratio (C.R.) and probability value (P). According to Loan (2020), a relationship is considered significant if C.R. > 2.58 and P < 0.05. Additionally, to assess the mediating effect of job satisfaction, the study applies the Sobel Test, as proposed by Baron and Kenny (1986).

By implementing this rigorous methodology, the study ensures a comprehensive analysis of how personality influences employee performance, both directly and through the mediating role of job satisfaction (Gunawan & Mutaqin, 2024; Jasmaniar & Marniati, 2024). The application of Asset-Based Community Development (ABCD) provides a unique perspective by shifting the focus toward enhancing employees' intrinsic strengths and capabilities rather than merely identifying performance deficits.

3. Results and Discussion

3.1. Improving SEM Model Fit Through ABCD Approach

The model fit analysis is a crucial step in ensuring that the Structural Equation Modeling (SEM) approach accurately represents the relationships between variables in this study. The research integrates personality, job satisfaction, and employee performance within the framework of Asset-Based Community Development (ABCD). ABCD focuses on leveraging existing strengths within a community—in this case, the internal capabilities of employees—rather than solely addressing deficiencies. In this study, model fit evaluation helps validate whether personality and job satisfaction significantly contribute to performance enhancement in the workplace. The initial assessment of the SEM model before modification revealed discrepancies in meeting the Goodness of Fit (GOF) criteria, indicating the need for further refinement.

The first phase of model evaluation involved testing the complete SEM model before modification. The model was constructed based on theoretical assumptions, incorporating both exogenous (personality) and endogenous (job satisfaction and performance) variables. The purpose of this stage was to assess whether the model, in its initial form, could sufficiently explain the observed data. The findings indicated that several GOF indicators did not meet the required thresholds, such as the p-value being below 0.05, the Goodness of Fit Index (GFI) at 0.883 (below the 0.90 standard), and the Adjusted Goodness of Fit Index (AGFI) at 0.843 (also below 0.90). These results suggested that the model, without modifications, did not yet fully capture the relationships among variables in a statistically acceptable manner.

From an ABCD perspective, these findings align with the principle that every system or community has inherent strengths but requires refinement to optimize performance. Just as ABCD emphasizes enhancing existing assets rather than replacing them entirely, the modification process in SEM is aimed at improving the structural alignment of the model while retaining its core theoretical foundation. The lack of fit in the initial model highlights the complexity of human behavior, particularly in how personality traits influence job satisfaction and performance. It underscores the necessity of refining measurement indicators and relationships to better reflect workplace realities.

In modifying the SEM model, adjustments were made to improve its statistical alignment with real-world data. The model modification process involved identifying

poorly fitting paths, re-specifying relationships where necessary, and ensuring that theoretical justifications supported these modifications. By refining the model, the research aims to provide a more precise understanding of how personality traits and job satisfaction interact to influence performance, particularly in the context of the Directorate of Commercial Order, Ministry of Trade of Indonesia. This process is similar to how ABCD initiatives refine community strategies by building upon existing strengths rather than discarding them.
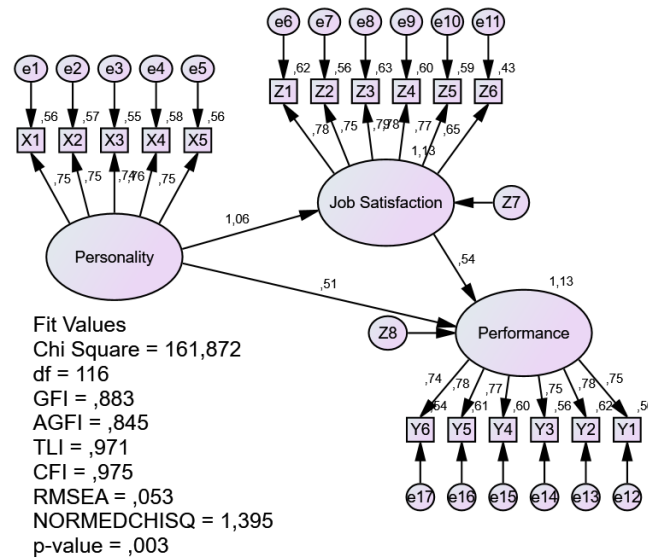
Figure 2 Full Research Model Before Modification

Improving the model fit ensures that the research findings can be practically applied in organizational settings. With ABCD as a guiding framework, this study moves beyond statistical validation to offer actionable insights for employee development. For example, organizations can identify key personality traits that contribute to job satisfaction and, in turn, optimize employee performance. This aligns with the ABCD approach, which focuses on recognizing and leveraging intrinsic strengths to drive sustainable improvements. The refined SEM model, once it achieves an acceptable fit, provides a reliable tool for organizational decision-making.

The process of evaluating and modifying the SEM model reinforces the significance of both methodological rigor and theoretical grounding. By improving the model's fit, this study strengthens its ability to contribute valuable insights into employee performance enhancement. Through the ABCD approach, the study emphasizes that organizations should focus on leveraging employee strengths—such as personality traits and job satisfaction—to foster a more engaged and high-performing workforce. The improved SEM model will serve as a foundation for future research and organizational strategies that prioritize internal assets over external deficiencies.

3.2. Model Improvement Through SEM Modification Using the ABCD Approach

The model conformity test after modification was carried out by correlating errors in each indicator, as suggested by the system. This step aims to increase the Goodness of Fit (GOF) value, ensuring that the model is appropriate for explaining the research framework. Modifications were made based on theoretical considerations while

maintaining logical relationships between variables. By improving model fit, the analysis becomes more robust in assessing the impact of personality and job satisfaction on employee performance within the framework of Asset-Based Community Development (ABCD).
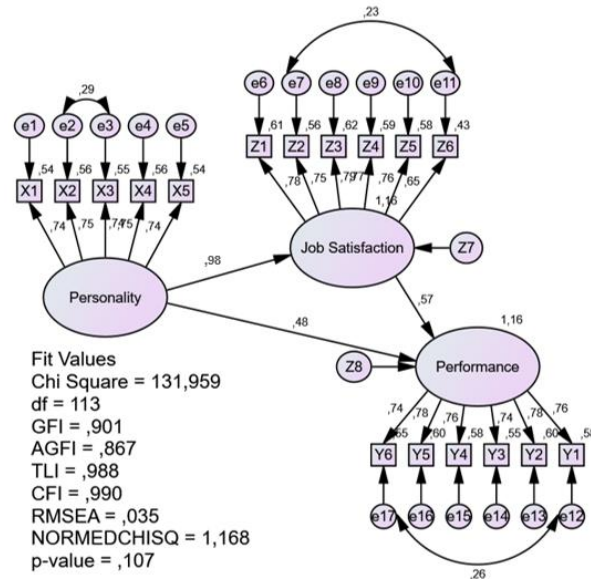
Figure 4 Full Research Model After Modification

The results after modification, as shown in Figure 4, indicate significant improvements in the model's fit. Several key GOF indices, including chi-square value, GFI value, TLI value, CFI value, RMSEA, CMIN/DF value, and p-value, have met the required threshold. The only exception is the Adjusted Goodness of Fit Index (AGFI), which remains marginal but close to the acceptable limit. These findings suggest that the revised model is now more reliable in representing the relationship between personality, job satisfaction, and performance among employees at the Directorate of Commercial Order, Ministry of Trade of the Republic of Indonesia.

Table 2 Goodness of Fit Full Model Criteria After Modification

Goodness of Fit Index	Expected Value	Value of Results	Conclusion
χ^2 C-square Statistics	Expected small	131.959	Good
GFI	≥ 0.90	0.901	Good
AGFI	≥ 0.90	0.867	Marginal
TLI	≥ 0.95	0.988	Good
CFI	≥ 0.95	0.99	Good
RMSEA	≤ 0.08	0.035	Good
CMIN/DF	≤ 2.00	1.168	Good
P-Value	≥ 0.05	0.107	Good

Table 2 presents a comparative view of the GOF indices before and after modification. The chi-square value has decreased, indicating an improved model. Additionally,

incremental fit indices such as TLI and CFI have moved closer to the ideal range. The improvement in RMSEA and CMIN/DF further supports the claim that the modified model provides a better representation of the observed data. This refinement ensures that the results are statistically valid and better reflect real-world conditions.

By adopting an Asset-Based Community Development (ABCD) approach, this study focuses on optimizing existing employee strengths rather than merely addressing deficiencies. The ABCD framework emphasizes the empowerment of employees by leveraging their inherent capabilities and fostering a culture of continuous improvement. The SEM modification aligns with this perspective by ensuring that the research model accurately captures the dynamics of employee performance enhancement through personality traits and job satisfaction.

The modifications made in this study highlight the importance of iterative refinement in structural modeling. Without adjustments, the original model did not fully meet the GOF criteria, leading to potential inaccuracies in interpretation. However, by carefully linking error terms and adjusting pathways where necessary, the final model now serves as a robust tool for understanding the intricate relationships between the studied variables. This process underscores the necessity of continuous evaluation and improvement in research methodologies.

From a practical standpoint, the improved SEM model provides actionable insights for policymakers and organizational leaders. With a better-fitting model, decision-makers can rely on the findings to design interventions that enhance employee satisfaction and performance. By recognizing the role of personality traits in shaping workplace dynamics, organizations can implement targeted strategies, such as leadership development programs and personalized job enrichment initiatives, to optimize human resource potential.

The modification of the SEM model has significantly improved its reliability and validity, ensuring that it accurately captures the essence of personality, job satisfaction, and employee performance within the ABCD framework. The study's findings reinforce the need for organizations to shift from deficit-based approaches to strength-based development strategies, fostering an environment where employees' inherent skills and attributes are maximized to drive sustainable performance improvements.

The discussion in this section will be associated with previous theories and research, and will also emphasize the testing of hypotheses that have been formed with the intention of getting answers to the hypothesis statements of this research.

Table 3 Effect of Independent Variables on Bound Variables

Influence between Variables			Std Estimate	Estimate	S.E.	C.R.	P	Conclusion
Job Satisfaction	<---	Personality	,979	,916	,119	8,259	***	Accepted
Performance	<---	Personality	,482	,498	,085	5,848	***	Accepted
Performance	<---	Job Satisfaction	,572	,524	,080	6,543	***	Accepted

Based on the results of data analysis as shown in Table 3, the structural equation is as follows:

Structural Equations 1:   Z = b1X + Z7
                             Z = 0,979X
Structural Equations 2:   Y = b2X + b2Z+ Z8
                             Y = 0,482X + 0,572Z

3.3. The Influence of Personality on Performance

The influence of personality on performance was positive and significant with a coefficient value of 0.482 (48.2%), a probability or significance value of 0.0001 (significant) and a C.R value of 5.848 (H1 acceptance). In other words, personality has a positive and significant effect on employee performance at the Directorate of Commercial Order of the Ministry of Trade of the Republic of Indonesia.

Personality is one of the important factors for an agency to see the performance of its employees because a person's personality will determine the results of their own work. Personality is the background of a person's behavior. In terms of performance, rigor is the strongest predictor of any type of work. This makes sense because conscientious individuals are more driven, have a higher need to achieve work performance, and are more detail-oriented. The second strongest predictor of personality is emotional stability.

The results of this study are in line with research from Fandos-Herrera et al. (2023), Qalati et al. (2022) and research by Thanh & Anh (2023) showing that personality has a positive and significant effect on performance. This means that if the personality increases, the performance of employees will also increase.

3.4. The Influence of Personality on Job Satisfaction

The influence of personality on job satisfaction was positive and significant with a coefficient value of 0.979 (97.9%), a probability or significance value of 0.0001 (significant) and a C.R value of 8.259 (H2 acceptance). In other words, personality has a positive and significant effect on employee job satisfaction at the Directorate of Commercial Order, Ministry of Trade of the Republic of Indonesia.

When work fits an individual's personality, they tend to feel more satisfied and motivated. For example, an extroverted individual will feel more comfortable working in a dynamic and interactive environment compared to a job that requires a lot of time to work alone. Job satisfaction is achieved if there is a match between personality characteristics and types with their position so that employees will feel as an inseparable part of the organization.

Personality has a direct impact on job satisfaction. This research is in line with research from Zulfiqar et al. (2023) and Ali (2019) showing that personality has a positive and significant effect on employee job satisfaction. The higher the job satisfaction of an employee depends on a person's personality.

3.5. The Effect of Job Satisfaction on Performance

The effect of job satisfaction on performance was positive and significant with a coefficient value of 0.572 (57.2%), a probability or significance value of 0.0001 (significant) and a C.R value of 6.543 (H3 acceptance). In other words, job satisfaction has a positive and significant effect on employee performance at the Directorate of Commercial Order, Ministry of Trade of the Republic of Indonesia.

Job satisfaction is an emotional state experienced by employees because of their relationship with their duties and obligations as workers in the company. Employees who

achieve job satisfaction will do their job well in accordance with the goals of the organization. Employees with a high level of job satisfaction will have an effort drive to achieve the performance that has been set on time, quality and quantity in completing the work done in accordance with the targets that have been set by the company. Employees who have high enthusiasm and effort will produce maximum performance.

Employees who are satisfied with their jobs tend to perform better. This is in line with the results of research from Harter et al. (2002), Sun & Bunchapattanasakda (2019), and Huang et al. (2016). Where the findings also state that job satisfaction has a positive and significant effect on performance. This means that if employee job satisfaction increases, employee performance will also increase.

3.6. The Effect of Job Satisfaction Intervening between Personality and Performance

To answer hypothesis 4 in this study, the researcher used software software. Here are the results of the analysis:

	Masukan:		Statistik uji:	Kesalahan Standar:	nilai p :
A	0.979	Uji Sobel:	5.39666944	0.10376548	7e-8
B	0.572	Tes Aroian:	5.37409938	0.10420127	8e-8
adalah sebuah	0.119	Uji Goodman:	5.41952628	0.10332785	6e-8
aku b	0.080	Reset all		Menghitung	

Figure 4 Sobel Test Results

The calculation results presented in Figure 4 show that the coefficients of the -a and -b pathways are significant, the -c pathway is significant, and the -c' pathway is significant. This shows that job satisfaction mediates in partial mediation in the chain of influence between personality and employee performance at the Directorate of Commercial Order of the Ministry of Trade of the Republic of Indonesia, thus supporting the H4 hypothesis.

4. Conclusions

The findings of this study reveal that personality and job satisfaction play crucial roles in shaping employee performance at the Directorate of Commercial Order, Ministry of Trade of the Republic of Indonesia. The results indicate that personality has a direct and significant impact on employee performance, suggesting that individual traits such as conscientiousness, openness, and emotional stability contribute to work efficiency and effectiveness. Additionally, job satisfaction also has a strong and positive influence on employee performance, highlighting the importance of a supportive work environment, fair compensation, and career development opportunities. Furthermore, job satisfaction partially mediates the relationship between personality and performance, meaning that while personality directly affects performance, a significant portion of this influence is channeled through job satisfaction. These findings underscore the need for organizations to foster both intrinsic and extrinsic motivators to optimize workforce productivity.

In the discussion, these findings align with previous research indicating that personality traits significantly impact workplace behavior, motivation, and performance. The mediation effect of job satisfaction suggests that employees with strong personality traits perform better when they are satisfied with their jobs, reinforcing the importance of employee engagement strategies. This study also supports the Asset-Based Community

Development (ABCD) approach by emphasizing the need to leverage employees' inherent strengths and capacities rather than focusing solely on their shortcomings. By building a positive work culture that aligns with employees' values and aspirations, organizations can enhance job satisfaction and, consequently, performance. This perspective offers a transformational approach to human resource development by prioritizing employees' well-being and intrinsic motivation.

Despite its contributions, this study has several limitations that should be addressed in future research. First, the study only considers personality and job satisfaction as factors affecting performance, whereas other variables such as leadership style, organizational culture, and work-life balance may also play significant roles. Expanding the research model to include these factors could provide a more comprehensive understanding of performance determinants. Additionally, the sample size is limited to employees within one directorate, which may restrict the generalizability of the findings. Future research should include a larger and more diverse sample across different organizational units or industries to enhance the robustness of the conclusions. Moreover, longitudinal studies could be conducted to examine the long-term effects of personality and job satisfaction on employee performance, allowing for a deeper exploration of causality and behavioral changes over time.

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