

The Influence of Motivation, Emotional Intelligence, Personality and Leadership on Employee Performance Through Job Satisfaction as a Mediating Variable

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ABSTRACT

The purpose of this study was to determine the effect of motivation, emotional intelligence, personality, and leadership on employee performance through job satisfaction. The methodology for the research is quantitative. This study falls under the category of causal comparative research, and its sample or population totals 227 workers from rural credit banks in Batam City. The partial least squares (PLS) method of data analysis is employed. PLS gives this approach the fundamental capacity to examine the causal link between the independent and dependent variables and to validate and reliably test the results. The results showed that employee performance can be significantly influenced by motivation, emotional intelligence, personality, and leadership. It was also found that job satisfaction can significantly mediate the relationship between motivation and employee performance, emotional intelligence and employee performance, personality and employee performance, and leadership and employee performance.

1. INTRODUCTION

Company human resources views employees as valuable resources. Human resources in implementing and achieving company goals are considered important because employees help the company move forward. Therefore, having skilled resources provides a competitive advantage to the company (Saputra, 2021). The role of human resources was developed following company development, leadership science, and technology. In the modern era that utilizes technological developments, human resources still play an essential role. No matter how advanced technology is, it cannot produce output with a high level of effectiveness without human supervision (Ulan, 2022). The personnel of any organization, both paid and unpaid, has a significant impact on its capacity to meet its objectives and requirements. This arises from how employees perform at work, their control barriers, and the company culture. So, employees can be assessed for their success if their performance exceeds the standards of a company (Andika & Darmanto, 2020).

Human characteristics that form an urge to do and act are called motivation. With motivation, humans create enthusiasm to carry out work. A motivated employee can be used as a driver for achieving goals, working hard, creativity, and responsibility (Ulan, 2022). Through job satisfaction as a mediator for employee motivation and performance, motivation has a positive influence on employee performance (Mathori, 2022). Competencies and skills also play an important role in the future success and security of an organization. In the world of work, a person's education and readiness in the world of work increase their willingness and capacity to work, as well as their ability to solve problems (Rahman & Akhter, 2021). One of the goals of higher education is to create businesspeople and graduates who can work hard and ingeniously for organizations, society, and the nation as a whole. A person's emotional intelligence, personality, and leadership are factors that support career success (Hosain et al., 2021). Through job satisfaction as a mediator, research by (Fahira & Yasin, 2021), (Gaidhani & Dwivedi, 2021), (Chandiok & Chandiwala, 2022), (Rivaldo, 2021) which shows that emotional intelligence, leadership, and all aspects of personality can have a significant influence on employee performance.

There are two aspects of potential research gaps that are interesting for further investigation. First, there are inconsistencies in research findings regarding the correlation between motivation and job satisfaction and worker performance. While some studies suggest a link between high motivation and successful performance, other research finds the relationship less clear. This phenomenon creates an opportunity to understand the variables that control or influence variations in these outcomes. The second aspect is the impact of leadership, personality, and emotional intelligence on worker performance. Although many studies have demonstrated the favourable impact of these variables on individual performance, there is still a gap in knowledge about the mechanisms underlying these correlations. Questions about how leadership and personality interact in a particular organizational context to improve performance as well as how exactly emotional intelligence influences responses to job demands.

Companies today operate in a highly competitive climate. There is unlimited competition in various business sectors. Banking in Indonesia is no exception, there are hundreds of thousands of commercial bank offices and people's credit banks (Wihara, 2020). Every business faces the difficult task of competition. Employees must apply strict discipline in order to survive and win in competition. One of the main financial institutions that takes money and distributes it back to the community in the form of loans is the People's Credit Bank (BPR). BPR can offer simpler services, and its location is easily accessible to small communities. Most of the credit distribution at this institution is aimed at micro, small, and medium enterprises (MSMEs), or the lower middle class. BPR also prioritizes good relationships by prioritizing personal interactions with customers and modifying the credit application process (Kwan, & Situmorang, 2020).

The conditions above are the basis for measuring the influence of motivation, emotional intelligence, personality, and leadership on employee performance in a company. This research activity is focused on rural banks in Batam City. Based on the background described here, the researcher is interested in conducting research with the title "The Influence of Motivation, Emotional Intelligence, Personality, and Leadership on Employee Performance through Job Satisfaction as a Mediating Variable".

Employee Performance

Employee performance is the final result of individual efforts in carrying out their responsibilities based on skills, experience, and time. Performance evaluation A systematic evaluation of the work performed by staff members is called a performance appraisal. development. If an employee is competent enough and acts according to his job, then his performance will be strong, which determines good and appropriate human resources in terms of character as well as location, time, and place (Aliyyah et al., 2021).

When an employee completes a project with results that are better than the required level of performance, it is considered a successful outcome or outstanding performance. For this reason, it is very important to evaluate the performance of every employee in the company. Employee behaviour, which is manifested in the work they produce and produced according to their function in the business, is a key component of employee performance. Every business expects the best and most satisfying employee performance (Andika & Darmanto, 2020). Employee performance targets, namely targets that are clearly determined and are the employee's responsibility, are required to be able to do this (Prastiwi et al., 2022).

The Influence of Motivation on Employee Performance

A person is motivated when they are driven or their behaviour changes as a result of wanting to satisfy their desires. In addition, motivation is described as a force that can arouse individual enthusiasm, excite or inspire workers, and change their behaviour, in addition to increasing output and job satisfaction. Research by Fatmasari & Badaruddin, (2022) observed that motivation has a positive and measurable impact on employee productivity and job satisfaction. Job satisfaction among employees will increase as more aspects of their work are appreciated.

Research by Frastika & Franksiska (2021) states that one of the important elements in implementing employee performance in the workplace is work motivation. So that employees can produce quality work results, work motivation is very important. According to Ratnawati et al., (2020) one of the key factors in implementing employee performance in the workplace is work motivation. To produce high-quality work, employees must be motivated at work. The ability to better understand motivation can help us understand why people act and behave the way they do. Achieving company goals and aspirations can be made possible by employees' positive feelings or motivation towards their work (Nurdiansyah et al., 2020).

Thalib et al., (2021) explains that job satisfaction shows that motivation has a small but significant impact on worker performance. On the other hand, nurse performance is not influenced by job satisfaction. Work motivation has a direct impact on performance. In other words, nurses consciously carry out their duties with a sense of love and enthusiasm for what they do. Meanwhile, research by Safitri et al., (2022) argues that the relationship between employee motivation and performance cannot be mediated by job satisfaction. Nurdiansyah et al., (2020), Mathori (2022), Saputra et al., (2021) and Majid et al., (2021) shows that motivation has a positive and significant effect on employee performance through job satisfaction.

The Influence of Emotional Intelligence on Employee Performance

Overall, the results of research by Fahira & Yasin (2021) show that a higher level of emotional intelligence significantly improves worker performance. Because they are much more adept than those with low emotional intelligence at identifying and managing their own moods, employees with high levels of emotional intelligence report being much more satisfied with their profession. The level of emotional intelligence possessed by employees can identify and then process their level of stress and irritation. According to Permady & Ayuningtyas (2021) emotional intelligence plays a big role in employee performance. This intelligence is a combination of self-awareness, social sensitivity, empathy, and effective interpersonal communication. Islam et al., (2022) conducted research on workers in commercial banks and found that emotional intelligence directly affected employee performance. Employees who have emotional intelligence are better able to control their emotions, recognize their own emotions, and connect with others. The set of abilities and competencies known as emotional intelligence places particular emphasis on four capacities, including social awareness, relationship management, self-regulation, and self-awareness. Companies can offer classes to their employees to strengthen their emotional intelligence and increase their effectiveness in the workplace (Sawaeon et al., 2021).

Meanwhile, research by Sugiono & Nurhasanah (2022) shows that the direct influence of emotional intelligence on employee performance is less significant than the indirect influence of job satisfaction on employee performance. The level of emotional intelligence possessed by individuals allows them to recognize their own feelings and those of others, assess these emotions, and then control them to get the desired results. The most important element in determining individual and organizational success is emotional intelligence. Amelia et al., (2022) claim that the relationship between emotional intelligence and employee performance is not mediated by job satisfaction. This is also proven by studies of Fadhli et al., (2020) and

Akbar et al., (2020) that employee performance has a direct impact on emotional intelligence through job satisfaction. Nevertheless, job happiness did not play a greater role in mediating the relationship between emotional intelligence and affect. If employees have high intellectual intelligence, they will learn new knowledge more quickly from the company because it is easy to understand and they can complete the work they are given more quickly (Yuda & Sumartik, 2021). Based on research by Fahira & Yasin (2021), although the biggest impact on employee performance comes from the emotional intelligence variable, there is also quite a large influence that can be seen indirectly. This shows that job satisfaction can influence employee performance through emotional intelligence.

The Influence of Personality on Employee Performance

The personality of an employee presents, how they treat coworkers, and how much responsibility they take are all indicators of their personality. This implies that employees with superior personalities will actively encourage the development of their skills. Team performance is influenced by individual personalities. Extraversion, agreeableness, conscientiousness, neuroticism, and openness to new experiences are some of the traits that make up personality. Thus, personality has a good impact on worker performance (Rizki et al., 2021). Personality represents a person's internal tendencies towards behaviour, which includes the harmonization of personal needs, motivations, attitudes, character, and how they perform when they adapt to their environment. A consistent personality emerges through the process of adapting to a particular environment (Guo et al., 2021). Personality is an enduring emotional, interpersonal, experiential, attitudinal, and motivational pattern that explains a person's actions in various situations. Furthermore, we can view personality traits as the driving force behind employee behaviour (Che Cob et al., 2021).

Five overarching models were used to characterize five dimensions of personality traits, including emotional stability, conscientiousness, agreeableness, extraversion, and openness to experience (Bello & Bello, 2021). Personality plays an important role in improving employee performance. The greater the strength of a person's personality, the higher the level of productivity (Khoirunnisa et al., 2022). Juliantari & Benni Kusyana (2012) assess that individual traits or a person's personality tend to improve when employees find satisfaction in their work, and this, in turn, has a substantial impact on their performance. This is also proven by research by Hanh et al., (2022) but research by Salahuddin & Amini (2022) states that personality does not have a significant positive influence on performance when mediated by job satisfaction.

The Influence of Leadership on Employee Performance

According to Magasi (2021) leadership holds an important position in shaping company behaviour and inspiring individuals to pioneer new strategies for organizational growth and profitable transformation. Leadership is critical in directing cultural dynamics, empowering individuals, encouraging collaboration, and refining individual competencies. To achieve strong and efficient leadership, financial institutions need capable personnel who have the ability to strategize, assess concepts, and make the right choices. However, leadership efforts can be ineffective if leaders only concentrate on increasing employee strengths through training,

coaching, mentoring, and developing creativity and innovation in a conducive workplace. According to Maharani et al., (2021) employee performance is very positively influenced by leadership. Leadership is considered an expectation that can have an important influence on employee performance, especially in the case of employees involved in non-essential business. In a conceptual sense, leadership is related to taking action. Basically, the relationship between leadership and performance is the interaction between the leader and his subordinates, where the leader's role is to motivate subordinates to achieve certain goals. Substandard performance is not only caused by employee mistakes but also by inappropriate leadership approaches. Experts have identified leadership as a factor that influences employee performance, as shown by (Susanto & Haryono, 2020). Leadership indicators include communication approaches, capacity to motivate, skills in leading decision-making teams, and providing positive influence. Employee performance will change every time there is a one-unit change in the leadership variable (Italiani et al., 2022).

In the field of organizational theory, questions about leadership have attracted the attention of academics and researchers. Basically, leadership involves individual actions aimed at motivating others to take certain actions to achieve desired goals. Leadership can be challenging to understand because a leader is dealing with humans, not inanimate objects, who have emotions and rationality, as well as a variety of characteristics and traits. A leader's aspirations serve as a means to achieve goals, which implies that followers depend on the leader's competence and capacity to meet their needs (Gentari, 2021). Research conducted by Rivaldo (2021) shows that the combined impact of leadership and motivation accounts for 60.7% of job satisfaction. However, there is no prominent impact on employee performance when leadership indirectly influences it through job satisfaction. Studies conducted by Purnama & Indrawijaya (2022), Adam et al., (2021), Ginting et al., (2021), Bagis et al., (2021), and Mathori, (2022) also show that leadership has an impact on employee performance with the intermediary factor of job satisfaction. This underscores the importance of individuals experiencing job satisfaction in achieving strong performance, as this directly influences their motivation to exert effort and achieve profitable results.

This study was conducted to examine the influence of motivation, emotional intelligence, personality, and leadership on the performance of People's Credit Bank (BPR) employees in Batam City using phenomena that occurred in research objects and previous research as a guide through job satisfaction as mediation. This study is useful for businesses that want to improve employee performance and can be used as a reference when conducting future studies in the field of human resource management.

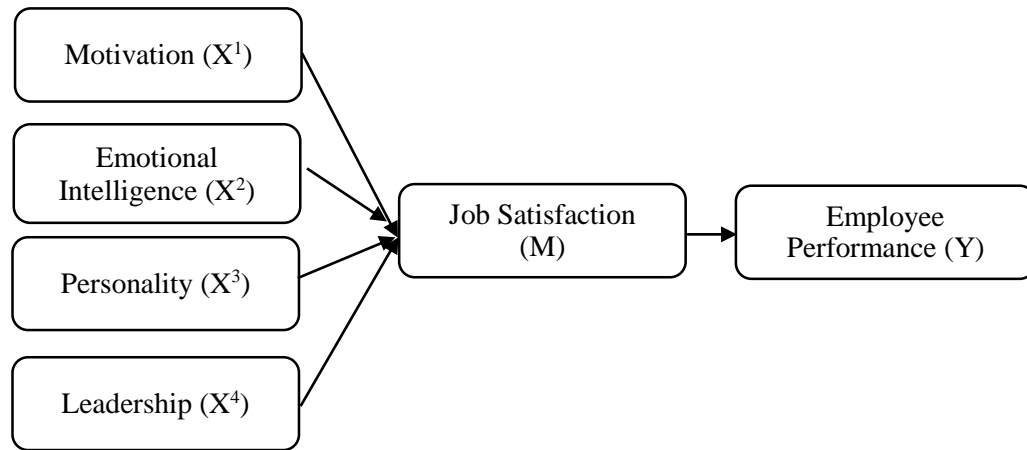


Figure 1. Research Framework

Source: Researchers, 2023

2. RESEARCH METHODOLOGY

The research method used by the author is to take a quantitative approach. Quantitative research emphasizes the importance of measurement and investigating cause-and-effect relationships between variables without introducing subjective values into the analysis. This research was conducted in an environment that maintains neutrality and objectivity. To understand and explain natural events, quantitative research mainly aims to use and develop mathematical models, theories and hypotheses (Ahyar et al., 2020). Purposive sampling technique was used to select subjects who were considered informants who understood and were able to answer the author's questions and provide data precisely and accurately. The population or sample used by the author in this research was 227 respondents who were employees of the People's Credit Bank in Batam City. The banks in question include BPR Dana Nusantara, BPR Danamas Savings and Loans, and BPR Sejahtera Batam. The selection of these three BPRs was based on the awards they had received. In 2021, BPR Dana Nusantara and BPR Danamas Simpan Pinjam received the 'Very Good' award from Infobank. Likewise, BPR Sejahtera Batam received an award from Bank Indonesia in 2011 as the BPR with the best financial performance and had assets of more than one hundred billion rupiah.

The quantitative research design used is to carry out hypothesis testing to test the influence of motivation, emotional intelligence, personality, and leadership, as well as job satisfaction, on employee performance. Questionnaires were distributed to employees from three rural banks in Batam City, namely BPR Dana Nusantara, BPR Danamas Simpan Pinjam, and BPR Sejahtera Batam, facilitated using Google Forms that were aligned with the questions given. In this research, the author intends that the findings analyzed can become a resource to support research efforts. The data processing and validation used in the research is structural equation modelling (SEM) using SmartPLS partial least squares. By using SmartPLS, this method offers the fundamental ability to test cause-and-effect relationships between independent and dependent variables, as well as assess validity and reliability. Confirmatory construct validity testing is used to show the extent to which the measurements derived from the instrument are in line with the theoretical definition of the construct to be assessed. Meanwhile, reliability

testing is to measure consistency and accuracy. The number of indicator questions on the motivation variable is 9: emotional intelligence (4 items), personality (3 items), leadership (5 items), job satisfaction (7 items), and employee performance (4 items). All indicators for each research variable were measured using a Likert scale, namely (1) strongly disagree, (2) disagree, (3) moderately agree, (4) agree, and (5) strongly agree.

3. RESULTS AND DISCUSSION

Outer Loading

The statement items in the research questionnaire are regarded legitimate, as shown by the table displayed. This is supported by the fact that each outer loading value for these items exceeds 0.7, which indicates that the questionnaire can be continued to the next processing stage. Importantly, no items in the questionnaire indicators for this study were found to be invalid or had to be removed.

Table 1. Outer Loading Test Results

	Indicator	Result	Decision
Motivation (X ¹)	X ¹ 1	0.750	Valid
	X ¹ 2	0.795	Valid
	X ¹ 3	0.827	Valid
	X ¹ 4	0.836	Valid
	X ¹ 5	0.802	Valid
	X ¹ 6	0.909	Valid
	X ¹ 7	0.841	Valid
	X ¹ 8	0.913	Valid
	X ¹ 9	0.900	Valid
Emotional Intelligence (X ²)	X ² 1	0.938	Valid
	X ² 2	0.825	Valid
	X ² 3	0.933	Valid
	X ² 4	0.766	Valid
Personality (X ³)	X ³ 1	0.959	Valid
	X ³ 2	0.793	Valid
	X ³ 3	0.963	Valid
Leadership (X ⁴)	X ⁴ 1	0.909	Valid
	X ⁴ 2	0.820	Valid
	X ⁴ 3	0.916	Valid
	X ⁴ 4	0.773	Valid
	X ⁴ 5	0.738	Valid
Job Satisfaction (M)	M1	0.858	Valid
	M2	0.859	Valid
	M3	0.924	Valid
	M4	0.922	Valid
	M5	0.907	Valid
	M6	0.808	Valid
	M7	0.779	Valid
Employee Performance (Y)	Y1	0.849	Valid
	Y2	0.762	Valid
	Y3	0.816	Valid
	Y4	0.779	Valid

Source : Primary data processed (2023)

Discriminant Validity

Average Variance Extracted (AVE) is used to assess the discriminant validity of each construct and latent variable. It is considered satisfactory if the AVE value exceeds 0.5. As shown in the table provided, the AVE value for each variable is above 0.5 and is said to have validity as a variable.

Table 2. Average Variance Extracted Test Results

	<i>Average Variance Extracted (AVE)</i>	Decision
Motivation (X ¹)	0.711	Valid
Emotional Intelligence (X ²)	0.751	Valid
Personality (X ³)	0.825	Valid
Leadership (X ⁴)	0.696	Valid
Job Satisfaction (M)	0.751	Valid
Employee Performance (Y)	0.643	Valid

Source : Primary data processed (2023)

Reliability

The table below shows that the Cronbach's alpha and composite reliability values are > 0.7, so it can be said that all research variables are reliable or can be continued in the next process.

Table 3. Reliability Test Results

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Decision
Motivation (X ¹)	0.948	0.957	Reliable
Emotional Intelligence (X ²)	0.887	0.923	Reliable
Personality (X ³)	0.891	0.934	Reliable
Leadership (X ⁴)	0.889	0.919	Reliable
Job Satisfaction (M)	0.944	0.955	Reliable
Employee Performance (Y)	0.817	0.878	Reliable

Source : Primary data processed (2023)

Inner Model

In SmartPLS processing, by checking the R² value of the dependent variable and the path coefficient value for the independent variable, the model configuration will be known. Next, the significance of each path is evaluated using the respective t-statistics. The structural model of this research can be seen in the image below:

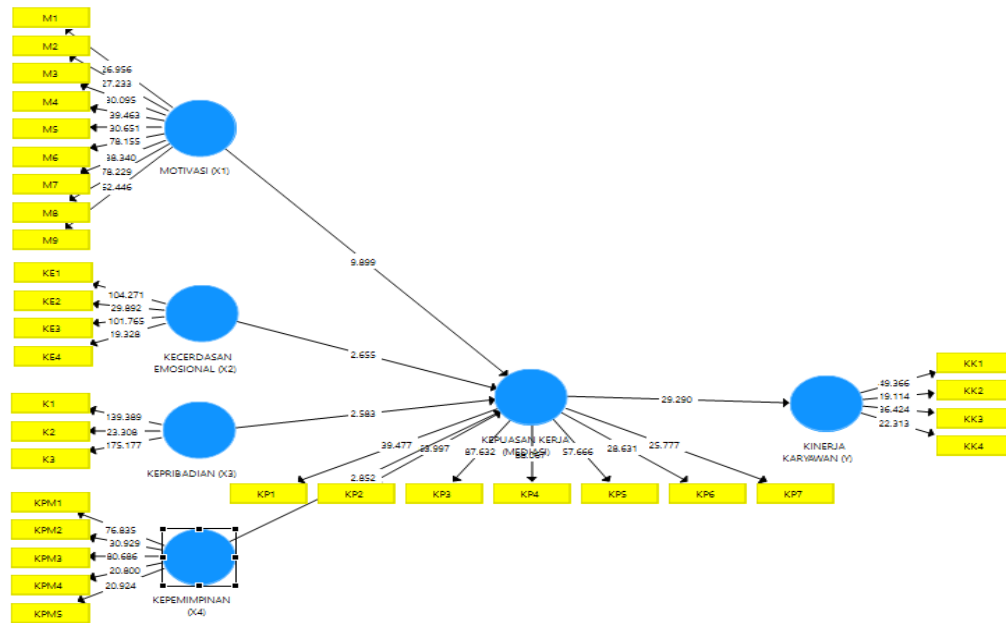


Figure 2. Inner Model Test Results

Source : Primary data processed, 2023

Direct Effect (Path Coefficients)

The relationship between variables has a direction that is determined by looking at the Original Sample Estimates value, and the level of significance of the relationship is determined by looking at the t-statistic and p-value (p). A value from the original sample that is around +1 indicates a positive relationship, while a value that is close to -1 indicates a negative relationship. A significant relationship between variables is where the t-statistic value is > 1.96 or the p-value is lower than the significance level. The following table is the result of hypothesis testing in research:

Table 4. Direct Effect Test Results

	Sample Mean	T-Statistics	P-Values	Decision
Motivation (X ¹) → Employee Performance (Y)	0.829	10.049	0.000	Significant Positive
Emotional Intelligence (X ²) → Job Satisfaction (M)	0.363	2.637	0.009	Significant Positive
Personality (X ³) → Job Satisfaction (M)	0.236	2.622	0.009	Significant Positive
Leadership (X ⁴) → Job Satisfaction (M)	0.414	2.810	0.005	Significant Positive

Source : Primary data processed (2023)

Based on the test results in the table above, the relationship between research variables can be explained as follows:

1. The motivation value (X^1) on employee performance (Y) has a t-statistic of 10.049, a sample mean value of 0.829 with a p-value of 0.000 (<0.005). In this way, the first hypothesis is accepted, namely that there is an influence of motivation (X^1) on employee performance (Y).
2. The value of emotional intelligence (X^2) on employee performance (Y) has a t-statistic of 2.637, a sample mean value of 0.363 with a p-value of 0.009 (<0.05). Thus, the second hypothesis is accepted, namely that there is an influence of emotional intelligence on employee performance.
3. The personality value (X^3) on employee performance (Y) has a t-statistics value of 2.622, a sample mean value of 0.236, with a p-value of 0.009. In this way, the submission of the third hypothesis is accepted, namely the influence of personality (X^3) on employee performance (Y).
4. The value of leadership (X^4) on employee performance (Y) has a T-Statistics value of 2.810, a sample mean value of 0.414, with a p-value of 0.005. Thus the submission of the fourth hypothesis is accepted, namely that there is an influence of leadership (X^4) on employee performance (Y).

Indirect Effect

Specific Indirect Effect is a method used to examine the indirect relationship between two variables. This indicates that a relationship between two variables can occur when one variable influences another variable through one or more hidden variables following the trajectory described in the research model. The following are the results of the specific indirect effect processing, with an explanation based on the hypothesis that has been proposed:

Table 5. Indirrect Effect Test Results

	Sample Mean	T-Statistics	P-Values	Decision
Motivation (X^1) → Job Satisfaction (M) → Employee Performance (Y)	0.829	10.049	0.000	Significant Positive
Emotional Intelligence (X^2) → Job Satisfaction (M) → Employee Performance (Y)	0.363	2.637	0.009	Significant Positive
Personality (X^3) → Job Satisfaction (M) → Employee Performance (Y)	0.236	2.622	0.009	Significant Positive
Leadership (X^4) → Job Satisfaction (M) → Employee Performance (Y)	0.414	2.810	0.005	Significant Positive

Source : Primary data processed (2023)

Based on the test results in the table above, the relationship between research variables can be explained as follows:

1. The hypothesis proposed by researchers found that there is an influence between motivation (X^1) and employee performance (Y), which is mediated by job satisfaction (M). Based on the data above, the sample mean value is 0.829, the t-statistics value is 10.049, and the p-value is 0.000 (<0.05). These results show that there is a significant and positive influence of motivation on employee performance, which is mediated by the job satisfaction variable. The motivation results are said to be positive and significant because the calculated value is 10,049 and the significance value is 0,000, which is smaller than the significance value, so the cause of motivation is positive and significant. Another indication of motivation is dedication to hard work, as employees in a company strive to achieve their desired goals through perseverance, which in turn results in positive performance results and goal achievement. Therefore, properly conducted research shows the impact of motivation on the performance of company employees. It is appropriate to conclude that the processed results show a positive and meaningful correlation.
2. The hypothesis proposed by researchers found that there is an influence between emotional intelligence (X^2) and employee performance (Y) mediated by job satisfaction (M). Based on the data above, the sample mean value is 0.363, the t-statistics value is 2.637, and the p-value is 0.009 (<0.05). These results indicate that there is an influence of emotional intelligence on employee performance, which is mediated by job satisfaction. Emotional intelligence is a big factor in employee performance, as proven in a study conducted by Oktavia (2020), who said that emotional intelligence contributed 80% to employee performance. Emotional intelligence is different from intellectual intelligence. Judging from the t-statistics value of 2.637 and the significance value of less than 0.05, this is what makes the information about emotional intelligence have a positive and significant effect.
3. The next hypothesis proposed is the influence of personality (X^3) on employee performance (Y), which is mediated by job satisfaction (M). Based on the data above, it is known that the sample mean value is 0.236 and the t-statistics value is 2.622, with a p-value of 0.009 (<0.05). These findings indicate that job satisfaction functions as a mediator between personality and employee performance. Personality is an attitude or habit that shows consistency. According to Marjaya (2020), personality is a collection of traits that are mostly inherited, influenced by the social environment, and influenced by culture. Previous research supports the finding that there is a significant positive influence on employee performance. The reason for the positive significance is seen in the t-statistics value of 2.622 with a significance value of 0.009, which is smaller than 0.05, which is said to be significantly positive.
4. The final hypothesis in this research is the influence of leadership (X^4) on employee performance (Y), which is mediated by job satisfaction (M). From the data above, it is known that it has a T-statistics value of 2.810, a sample mean value of 0.414, and a p-value of 0.005 (<0.05). This finding shows that job satisfaction functions as a mediator between leadership and employee performance. The results obtained are supported by previous research, namely Marjaya (2019), which said that leadership is an art, influence, or process

of influencing many people by doing work that is done seriously to achieve the goals they want. It is proven that the influence of leadership on employee performance has a positive influence, as shown by the t-statistics value of 2.810, and is significant because the P-value of 0.005 is greater than 0.05. Therefore, the researcher's fourth hypothesis is positive and significant.

4. CONCLUSION AND RECOMMENDATIONS

The aim of this research is to understand the influence of motivation, emotional intelligence, personality, and leadership on worker performance with job satisfaction as a mediator, especially in the context of BPR in Batam City. The findings in the previous chapter can be summarized as follows: First, motivation is identified as a significant factor and has a positive influence on employee performance. Second, emotional intelligence was found to have a very positive and significant influence on improving employee performance. Third, personality traits apparently have a large and positive impact on employee performance. In addition, leadership is identified as an important element that significantly contributes to improving employee performance. Effective leadership is proven to have a significant influence on employee performance. Furthermore, it was observed that job satisfaction acts as a mediator between employee motivation and performance, with higher levels of motivation leading to increased job satisfaction. Lastly, emotional intelligence, when mediated by job satisfaction, was found to have a significant impact on employee performance in the context of Batam Rural Bank. Job satisfaction acts as a mediator, with personality having an important and positive influence on employee performance. Leadership, in turn, has an impact on employee performance through job satisfaction. An effective leadership style contributes to a conducive work environment, thus increasing employee job satisfaction. Employees who feel satisfied tend to show better performance, thus making a positive contribution to company goals. This underlines the large and beneficial impact of job satisfaction on employee performance at BPR Batam.

From the results of the analysis and discussion that have been carried out in the research, the suggestions that can be conveyed by the author include:

1. Increase employee motivation: By using inclusive and intrinsically motivated strategies, community banks can increase employee motivation. This can be achieved by offering opportunities for career advancement, recognizing achievements, and offering adequate rewards. Additionally, it is important to foster a work environment that makes employees feel valued and empowered.
2. Develop good leadership, as this has a big impact on how well employees perform. Building a company culture that supports active participation and efficient communication between staff members and their leaders is also critical.
3. Pay attention to emotional intelligence. Emotional intelligence consists of understanding and controlling emotions. Community banks can teach emotional intelligence to their staff members to help develop these abilities.

4. Pay attention to individual personality differences, as this can impact how well employees perform. Assign appropriate tasks, provide appropriate training, facilitate career advancement, and benefit from a deep understanding of employee personalities.
5. Pay attention to job satisfaction because this functions as a bridge that can influence employee productivity and job satisfaction. Effective techniques for increasing job satisfaction include conducting regular surveys, listening to feedback from employees, and taking practical action.

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