



# Job Satisfaction Impact on Employee Performance at the Solok Regency Transportation Office

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## ABSTRACT

The research was carried out in order to address worries over different levels of employee productivity and the necessity to comprehend the impact of internal elements like leadership, motivation, and job contentment within the Solok Regency Transportation Department. The primary goal of this study is to assess how leadership, motivation, and job satisfaction affect the performance of employees at the Solok Regency Transportation Department (DISHUB). The focus of the study includes DISHUB employees situated on Jl. Raya Koto Baru, Solok Regency, West Sumatra. The study utilised quantitative research by distributing questionnaires to 92 employees for data collection. Findings indicated that leadership did not have a significant impact on employee performance, with a t-count value of 1.294 and a significance level of 0.200. Similarly, motivation did not show a significant effect, with a t-count of -1.873 and a significance of 0.065. On the other hand, job satisfaction was found to have a notable influence on employee performance, with a t-count of 2.060 and a significance of 0.043. Moreover, the three variables collectively affected employee performance, as evidenced by an F-count of 3.230 and a significance level of 0.027. The coefficient of determination ( $R^2$ ) suggested that 11.9% of the variation in employee performance stems from leadership, motivation, and job satisfaction, with the remaining influenced by other factors. The study offers suggestions for enhancing employee job satisfaction to boost overall performance within the organisation.

Keywords: Leadership, Motivation, Job Satisfaction, Employee Performance.

## 1. INTRODUCTION

Human Resources plays a vital role in the functioning of organisations, whether they are institutions or companies. It is the key factor that drives the growth and success of a company. Essentially, HR consists of individuals within an organization who contribute through their actions, ideas, and strategies to achieve organizational objectives. Managing and retaining employees effectively is crucial for any organization or company to reach its goals. Therefore, the Solok Regency Transportation Office plays a crucial role in managing the transportation and transportation sector in Solok Regency, West Sumatra Province.

Performance is the actual conduct exhibited by individuals as a result of their job responsibilities within the organisation (Anitha, 2014). Every employee is required to be able to give his best ability for the progress of the company or organisation he lives in. Employee performance is one of the key factors in achieving organisational goals, especially in government agencies such as the Transportation Agency in Solok Regency. To obtain effective and efficient employee performance, agencies must have a leader to achieve the goals of an agency. Leaders who provide examples and encouragement to other employees to jointly carry out agency tasks. In the context of government, high-performing employees can improve the efficiency of public services and support the achievement of the vision and mission of local governments. However, many factors influence employee performance, including leadership, motivation, and job satisfaction.

Effective leadership plays an important role in creating satisfactory performance. Inspiring and communicative leaders can motivate employees to perform better and feel more engaged in their tasks.

Conversely, poor leadership can lead to demotivation and lower productivity. Leadership is closely related to individuals and the situation and climate within an organization (Riyadi, 2020). Effective leadership in organisations can encourage, build, guide, advise, protect, model and influence individuals and groups within the organisation to achieve organisational goals that have been set previously (Cote, 2017). The organisation is a container/tool in the activity of achieving goals carried out through a mix of leadership concepts, either in the sense of the organisation in general or referring to working together to realise common goals (Soegiarto et al., 2019).

Employees as the spearhead of the agency certainly need stimulation so that performance is getting better, this will certainly have a very good impact on the agency (Christen et al., 2006). Hence, it is anticipated that agencies will be able to motivate their employees to achieve optimal performance for the organization (Caillier, 2010). Motivation is the inner force that propels a person towards accomplishing tasks or influencing their actions (Noviani, 2021). Businesses require motivated employees in order to achieve high levels of productivity and performance. Theories like Maslow's Needs Theory and Herzberg's Two-Factor Theory indicate that motivated employees are likely to be more dedicated and efficient in their roles. Therefore, it is important to understand what motivates employees at the Solok District Transportation Office so that appropriate strategies can be implemented to improve their performance.

Job satisfaction is closely related to motivation and performance. Workers who find contentment in their roles often exhibit enhanced performance. Studies indicate that job satisfaction has the potential to boost staff commitment and lower staff turnover. According to Badrianto and Ekhsan (2020), that job satisfaction refers to how content, pleased or positive an individual feels about their job and the conditions they work in. It involves the fulfillment of various desires and requirements through one's job or work tasks. Job satisfaction is about a person's thoughts and evaluation of their job, particularly in terms of their working circumstances, and whether their job meets their hopes, necessities and wishes. Within the Transportation Agency, it is crucial to comprehend the elements that influence employees' job satisfaction in order to establish a productive and dedicated team (Azmy, 2021). Based on the background of the above problems, the researcher conducted a study with the title 'The Effect of Leadership, Motivation, and Job Satisfaction on Employee Performance at the Solok Regency Transportation Office'.

## 2. RESEARCH METHODS

The approach utilised in this study is the quantitative research technique. Specifically, the process of addressing issues by detailing events or occurrences happening in the present moment, based on factual data obtained through statistical analysis (Ott & Longnecker, 2010). The study focused on examining the impact of Leadership, Motivation, and Job Satisfaction on the performance of employees working at the Transportation Office in Solok Regency. The research took place at Jl.Raya Koto Baru Solok Regency, West Sumatra. The participants were the employees of the Transportation Office in Solok Regency, with a total population of 92 individuals. A sample of 77 employees was selected using the Purposive Sampling technique.

## 3. RESULTS AND DISCUSSION

The multiple regression equation can be written as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

In this study, multiple linear regression models were used using the help of the SPSS version 19 programme with the results of the regression analysis which can be seen in table 1 as follows:

**Table 1. Multiple Linear Regression Analysis Results**

Variable	t <sub>Count</sub>	sig	f <sub>Count</sub>	sig	r sward	B
Constanta	18.841	2.037	9.248			
Leadership (X1)	1.294	200				0,094
Motivation (X2)	-1.873	0,65	3.230	0,027	0,199	-0,295
Job Satisfaction (X3)	2.060	0,043				0,291

Constans	18.841
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Based on the table above, the results that have been obtained from the regression coefficients above, a multiple linear regression equation can be made, namely:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 18.841 + 0,094 (X_1) - 0,295 (X_2) + 0,291 (X_3) + e$$

Description:

Y = Employee Performance

a = Constant

b = regression coefficient

X<sub>1</sub> = Leadership

X<sub>2</sub> = Motivation

X<sub>3</sub> = Job Satisfaction

e = Standard error

From the above equation it can be explained that :

According to the regression model, the constant value is 18.841, indicating that Employee Performance will remain at 18,841 when the independent variables are held constant or at zero.

The Leadership variable (X<sub>1</sub>) has a regression coefficient value of 0.094, which shows a positive relationship. This suggests that if Leadership (X<sub>1</sub>) increases by one unit, Employee Performance (Y) is expected to increase by 0.094 units, holding the Motivation variable (X<sub>2</sub>) constant at zero in this study.

In this study, the Motivation variable (X<sub>2</sub>) has a regression coefficient value of -0.295, indicating a negative relationship. It suggests that an increase in Motivation (X<sub>2</sub>) by one unit would result in a decrease of -0.295 units in Employee Performance (Y), with the assumption that the Leadership variable (X<sub>1</sub>) remains constant or at zero.

The positive regression coefficient value of the Job Satisfaction variable (X<sub>3</sub>) is 0.291. From this study, it can be concluded that an increase of one unit in Job Satisfaction (X<sub>3</sub>) leads to a corresponding increase of 0.291 units in Employee Performance (Y), provided that the Leadership variable (X<sub>1</sub>) remains constant at zero. The findings suggest that an increase in Job Satisfaction results in an increase in Employee Performance by 0.291 units.

### 3.1. Test Coefficient of Determination R<sup>2</sup>

The R Square value of 0.119, or 11.9%, indicates that the Employee Performance at the Department of Transportation in Solok Regency is impacted by Leadership, Motivation, and Job Satisfaction by 11.9%. The remaining 89.1% is influenced by factors not included in this study, such as workload, work environment, and work quality.

### 3.2. T Test

Based on the table above, the following results are obtained:

- The Leadership variable (X<sub>1</sub>) has a tcount of 1.294 with a significance of 0.200 and the ttable,  $\alpha=0.05$ ;  $df=75$  is 1.66488. Since  $|t_{hitung}| < |t_{tabel}|$ , i.e.  $|1.294| < |1.66488|$ , or sig t value (0.200)  $> \alpha$  (0.05), H<sub>1</sub> is rejected. This indicates that, Leadership (X<sub>1</sub>) has no significant effect on Employee Performance (Y).
- The Motivation variable (X<sub>2</sub>) has a tcount of -1.873 with a significance of 0.065 and the ttable,  $\alpha=0.05$ ;  $df=77$  is 1.66488. Since  $|t_{hitung}| < |t_{tabel}|$ , i.e.  $|-1.873| < |1.66488|$ , or sig t value (0.065)  $> \alpha$  (0.05), H<sub>2</sub> is rejected. This indicates that, Motivation (X<sub>2</sub>) has no significant effect on Employee Performance at the Solok Regency Transportation Office.
- The Job Satisfaction variable (X<sub>3</sub>) has a tcount of 2.060 with a significance of 0.043 and the ttable,  $\alpha=0.05$ ;  $df=77$  is 1.66488. Since  $|count| > |table|$ , i.e.  $|2.060| > |1.66488|$ , or sig t value (0.043)  $< \alpha$  (0.05),

H3 is accepted. This indicates that Job Satisfaction (X3) has a significant effect on Employee Performance at the Solok Regency Transportation Office.

### 3.3. F Test

Based on the table above,  $F_{count}$  is 3.230 and  $F_{table}$  ( $\alpha = 0.05$ ;  $df_1 = 77$ ;  $df_2 = 75$ ) is 3.12. Since  $|F_{count}| > |F_{table}|$ , i.e.  $|3.230| > |3.12|$ , or the sig value of F (0.027)  $< \alpha$  (0.05), then H3 is accepted. This indicates that Leadership (X1), Motivation (X2) and Job Satisfaction (X3) have a simultaneous (joint) effect on Employee Performance at the Solok Regency Transportation Office.

## 4. CONCLUSIONS

The performance of employees is not impacted by the leadership variable. While leadership plays a crucial role in organisational management, it did not have a significant impact on improving employee performance in this particular study. This indicates the need for further evaluation of the leadership style applied and how it interacts with employees. Motivation variables have no effect on employee performance at the Solok Regency Transportation Office. Although motivation is expected to be the main driver in improving performance, the results show that other factors may be more dominant in influencing employee performance. Therefore, it is important for management to formulate more effective strategies in increasing employee motivation, such as providing better rewards and creating a supportive work environment.

The performance of employees at the Solok Regency Transportation Office is influenced by various factors related to job satisfaction. When employees are content with their work, they are more likely to excel in their roles. It highlights the significance of fostering a positive and encouraging workplace atmosphere, along with offering chances for employees to enhance their skills. The performance of employees is influenced by a combination of leadership, motivation, and job satisfaction factors. This indicates that while each factor may not have a significant impact on its own, when they come together, they can greatly affect employee performance.

Based on the findings, it is suggested that the Solok Regency Transportation Office re-evaluate its current leadership approach, as leadership showed no significant direct effect on employee performance. Exploring more engaging leadership styles may yield better results. Motivation strategies should also be improved by offering better incentives and creating a more supportive work environment, as motivation alone did not significantly impact performance. However, since job satisfaction was found to positively influence performance, efforts to enhance satisfaction—such as providing growth opportunities and maintaining a positive workplace—should be prioritized. Although leadership and motivation showed no individual effects, their combined influence with job satisfaction suggests that an integrated strategy addressing all three variables could more effectively boost employee performance.

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