



Impact of Job Satisfaction on Employee Performance at Solok Regency Transportation Department

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ABSTRACT

The goal of this research is to examine how leadership, motivation, and job satisfaction impact the performance of employees at the Transportation Department (DISHUB) Office of Solok Regency. The research object consists of DISHUB employees located at Jl. Raya Koto Baru, Solok Regency, West Sumatra. Quantitative research was employed in the study, which involved distributing questionnaires to 92 employees for data collection. Findings from the research indicate that there is no substantial impact of leadership on employee performance, as evidenced by a t-value of 1.294 and a significance level of 0.200. Motivation also does not have a significant effect, with a t-value of -1.873 and significance of 0.065. Conversely, job satisfaction significantly influences employee performance, with a t-value of 2.060 and significance of 0.043. Simultaneously, the three variables influence employee performance with an F-value of 3.230 and significance of 0.027. The impact of leadership, motivation, and job satisfaction accounts for 11.9% of the variation in employee performance, with the remaining percentage being attributed to various other factors. This study provides recommendations to improve employee job satisfaction to enhance performance in the agency.

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

1. Introduction

Human Resources plays a crucial role within any organization, be it a business or a school (Aziri et al., 2013; Sedarmayanti, 2001). The development of a company is heavily reliant on the effectiveness of its Human Resources department. Essentially, Human Resources (HR) involves individuals who are hired by a company to help drive, strategize, and plan in order to reach the company's goals. HR plays a critical role in any organization or business by ensuring that employees are effectively managed and retained to meet the company's objectives (Mathis & Jackson, 2006). Therefore, the Transportation Department of Solok Regency plays a crucial role in managing the transportation sector in Solok Regency, West Sumatra Province.

The behavior exhibited by individuals at work is known as performance, reflecting the contributions made by employees based on their specific responsibilities within the organization. Every employee is required to provide their best ability for the advancement of the company or organization they inhabit. Achieving the goals of an organization, such as the Transportation Department in Solok Regency, heavily relies on the performance of its employees. To obtain effective and efficient employee performance, agencies must have a leader to achieve institutional goals. Leaders who provide examples and encouragement to other employees to work together in carrying out agency duties. In the government context, high-performing employees can improve public service efficiency and support the achievement of regional government vision

and mission. However, several elements can impact an employee's performance, such as the quality of leadership, levels of motivation, and overall job satisfaction.

Effective leadership plays an important role in creating satisfactory performance (Schafer, 2010). Inspirational and communicative leaders can motivate employees to work better and feel more involved in their tasks. Conversely, poor leadership can cause demotivation and decreased productivity. Effective leadership in organizations can inspire, guide, protect, and influence individuals and groups within the organization to achieve set goals. Leadership is intricately linked to people, circumstances, and the overall environment within an organization. Organizations serve as a vessel or instrument for implementing strategies aimed at reaching objectives, utilizing a blend of leadership principles, whether on a broad organizational scale or in terms of collaborating to achieve shared goals (Robbins & Judge, 2021).

The agency relies on its employees to drive performance, so it is important to provide them with motivation in order to positively influence overall agency success. Therefore, agencies are expected to be able to encourage employees to create satisfactory performance for the agency. Motivation is an internal drive in a person as the underlying reason for work enthusiasm in doing something or directing someone's behavior. Organizations or companies require highly motivated employees in order for them to deliver strong performances and attain significant accomplishments in their work. Motivation is also a crucial factor affecting employee performance. Various motivation theories, such as Maslow's Hierarchy of Needs Theory (Maslow & Lewis, 1987) and Herzberg's Two-Factor Theory (Rai et al., 2021), indicate that employees who are motivated are generally more productive and dedicated to their work. Hence, it is vital to understand what motivates employees at the Transportation Department of Solok Regency so that appropriate strategies can be implemented to improve their performance.

Job satisfaction is closely related to motivation and performance. Workers who experience fulfillment in their job are likely to exhibit improved productivity. Studies indicate that contentment at work can lead to higher levels of employee commitment and lower rates of staff turnover. According to Rahayu & Rushadiyati (2021), job satisfaction refers to how a person or employee perceives, feels, or thinks about their job and is influenced by the conditions of the workplace. It involves meeting various needs and desires through the tasks performed at work. A person's overall feelings and evaluation of their job, especially in terms of their working environment and the extent to which their job fulfills their expectations, requirements, and wishes, determine job satisfaction. In the context of the Transportation Department, understanding factors that contribute to employee job satisfaction is very important for creating a productive and committed team (Locke et al., 1976).

The main objective of this study is to investigate the effects of leadership, motivation, and job satisfaction on the productivity of employees working at the Transportation Department (DISHUB) Office in Solok Regency. This research holds importance as it sheds light on the essential elements that contribute to employee performance in a government agency dedicated to public service.

2. Methodology

The method used in this research is quantitative research method, which is a procedure or method for solving problems by describing or depicting events or something that is currently happening based on facts that occur by conducting statistical analysis (Sugiyono, 2017). This research will focus on examining how leadership, motivation, and job satisfaction impact the performance of employees in the Transportation Department Office of Solok Regency. The location used in this research is at Jl. Raya Koto Baru, Solok Regency, West Sumatra. The research object is employees at the Transportation Department Office of Solok Regency. The group is made up of 92 individuals, all of whom are staff members at the Transportation Department Office in Solok Regency. The selected sample includes 77 employees chosen through purposive sampling methods.

3. Results and Discussion

3.1. Multiple Linear Regression Analysis

This research utilized a multiple linear regression model and the SPSS version 19 software to analyze the data. The results of the regression analysis can be found in Table 1.

Table 1. Multiple Linear Regression Analysis Results

Variable	t-value	sig	F-value	sig	R ²	B
Constant	18.841	2.037	9.248			
Leadership (X ₁)	1.294	0.200	3.230	0.027	0.119	0.094
Motivation (X ₂)	-1.873	0.065				-0.295
Job Satisfaction (X ₃)	2.060	0.043				0.291

According to the information in the table provided, the regression coefficients can be used to formulate a multiple linear regression equation.

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

$$Y = 18.841 + 0.094(X_1) - 0.295(X_2) + 0.291(X_3) + e$$

Where:

- Y = Employee Performance
- a = Constant
- b = Regression coefficient
- X₁ = Leadership
- X₂ = Motivation
- X₃ = Job Satisfaction
- e = Standard error

Based on the regression equation, several key relationships can be identified. The intercept of 18.841 represents the baseline Employee Performance level when all independent variables equal zero. The model reveals three distinct variable effects on Employee Performance:

- 1) Leadership (X₁) demonstrates a positive relationship with a coefficient of 0.094. This means each one-unit increase in Leadership corresponds to a 0.094-unit improvement in Employee Performance, holding Motivation constant.
- 2) Motivation (X₂) shows an unexpected negative relationship, with a coefficient of -0.295. Counter-intuitively, each one-unit increase in Motivation is associated with a 0.295-unit decrease in Employee Performance, when Leadership remains unchanged.
- 3) Job Satisfaction (X₃) exhibits a positive relationship with a coefficient of 0.291. Each one-unit increase in Job Satisfaction leads to a 0.291-unit improvement in Employee Performance, assuming Leadership stays constant.

These coefficients indicate that Leadership and Job Satisfaction enhance performance, while the model suggests Motivation has a detrimental effect though this negative relationship may warrant further investigation as it contradicts typical organizational behavior expectations.

3.2. Coefficient of Determination Test (R²)

The coefficient of determination (R²) shows a value of 0.119, which equals 11.9%. This means that Leadership (X₁), Motivation (X₂), and Job Satisfaction (X₃) collectively account for 11.9% of the variance in Employee Performance (Y) at the Solok Regency Transportation Department office. The other 88.1% of the variance in Employee Performance is explained by factors not included in this research, including variables like workload, work environment, work quality, and similar factors.

3.3. t-Test

According to the information provided in the table, the following outcomes were achieved:

- 1) Leadership variable (X_1) has a t-value of 1.294 with significance of 0.200 and t-table, $\alpha=0.05$; $df=75$ is 1.66488. Because t-value < t-table, namely $1.294 < 1.66488$, or sig t value (0.200) > α (0.05), then H_1 is rejected. This shows that Leadership (X_1) does not significantly influence Employee Performance (Y).
- 2) Motivation variable (X_2) has a t-value of -1.873 with significance of 0.065 and t-table, $\alpha=0.05$; $df=77$ is 1.66488. Because t-value < t-table, namely $-1.873 < 1.66488$, or sig t value (0.065) > α (0.05), then H_2 is rejected. This shows that Motivation (X_2) does not significantly influence Employee Performance at the Transportation Department Office of Solok Regency.
- 3) Job Satisfaction variable (X_3) has a t-value of 2.060 with significance of 0.043 and t-table, $\alpha=0.05$; $df=77$ is 1.66488. Because t-value > t-table, namely $2.060 > 1.66488$, or sig t value (0.043) < α (0.05), then H_3 is accepted. This shows that Job Satisfaction (X_3) significantly influences Employee Performance at the Transportation Department Office of Solok Regency.

3.4. F-Test

Based on the table above, F-value is 3.230 and F-table ($\alpha=0.05$; $df_1=77$; $df_2=75$) is 3.12. Because F-value > F-table, namely $3.230 > 3.12$, or sig F value (0.027) < α (0.05), then H_3 is accepted. This shows that Leadership (X_1), Motivation (X_2), and Job Satisfaction (X_3) simultaneously influence Employee Performance at the Transportation Department Office of Solok Regency.

4. Conclusion

According to the findings of the study on the Impact of Leadership, Motivation, and Job Satisfaction on Employee Performance at the Transportation Department Office of Solok Regency, a number of important insights can be derived. The leadership variable does not influence employee performance, indicating that although leadership is an important element in organizational management, its influence in this research context is not strong enough to improve employee performance, thus suggesting the need for further evaluation of the leadership style applied and how it interacts with employees.

Similarly, the motivation variable does not influence employee performance at the Transportation Department Office of Solok Regency, and while motivation is expected to be the main driver in improving performance, the research results show that other factors may be more dominant in influencing employee performance, making it important for management to formulate more effective strategies in increasing employee motivation, such as providing better rewards and creating a supportive work environment.

In contrast, the job satisfaction variable significantly influences employee performance at the Transportation Department Office of Solok Regency, where employees who feel satisfied with their work tend to show better performance, emphasizing the importance of creating a positive and supportive work environment and providing opportunities for employees to develop. Finally, despite the individual results, leadership, motivation, and job satisfaction variables together influence employee performance, demonstrating that although not all variables have individual influence, when combined, they can provide meaningful impact on employee performance.

The results shed light that although leadership and motivation on their own did not greatly affect employee performance, job satisfaction was key. When combined with leadership and motivation, these factors had a significant impact on performance when looked at together. This means that to improve employee performance in the Transportation Department of Solok Regency, a holistic approach is needed - including improving job satisfaction, enhancing leadership practices, and implementing motivational strategies simultaneously. Further studies should consider exploring additional variables like organizational culture, work environment, and employee skills, and qualitative research methods can provide greater understanding of the factors influencing employee performance.

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