

## THE EFFECT OF JOB SATISFACTION AND JOB DISCIPLINE TOWARD SALESPERSON EMPLOYEE PERFORMANCE AT TOYOTA HADJI KALLA SUBDIVISION URIP SUMOHARJO MAKASSAR

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### Abstract

This study aims to determine the effect job satisfaction and job discipline toward salesperson employee performance At Toyota Hadji Kalla Subdivision Urip Sumoharjo Makassar. This research is a quantitative research with a survey method. The population of this study were all employees who work as salespeople at the Toyota Hadji Kalla Office, Urip Sumoharjo Makassar Branch, as many as 42 people. The research sample used the census method as many as 42 respondents. The data collection technique is a questionnaire using a Likert scale. The data analysis technique used the computerized SPSS program. The results of this study indicate that there is an effect of satisfaction and job discipline toward salesperson employee performance at Toyota Hadji Kalla Subdivision Urip Sumoharjo Makassar.

**Keywords:** *Job Satisfaction, Job Discipline, Employee Performance*

### A. INTRODUCTION

The current developments in Makassar City are specifically to encourage human resources to become one of the most important factors in achieving company goals. Because the strength of human resources is very important for a company. Human resources, one of the characteristics of resources that perform well in carrying out high duties and responsibilities, cannot even be separated from an organization. This statement is supported by (Hilmawan, 2019). Companies can run according to what is expected if there are people inside with the same goal, namely the desire to make the company where he works experience increased profits and development from day to day (Nata & Reza, 2017).

Notoatmodjo (2009), states that humans are one component of various components within the organization such as the vision and mission of the organization. The human factor is crucial in carrying out tasks to achieve objectives since human resources have a crucial strategic position within the firm. Because of this, the organization's reliance on human resources is particularly great.

A dynamic organization is primarily driven by a group of people working to achieve a common goal. Common goals are naturally formed by managing the vision and mission, systems, work programs, infrastructure, job descriptions, and working

relationships between developers. Accomplish a specific goal together. In the development of modern management, organizations are often divided into social organizations whose purpose is to improve the happiness of their members, and corporate organizations whose purpose is the pursuit and creation of profits and which are very strong. It works if it is supported. Appropriate tools and all resources for management. Based on organizational design.

Regarding employee performance, human resource management is crucial. Employee performance is the end result of work that is completed by an individual in line with the obligations assigned, both in terms of quality and quantity (Mangkunegara, 2009). The organization at least consistently monitors the work motivation, job happiness, and work discipline of its employees to ensure constant employee performance (Mangkunegara, 2009).

Job happiness is one of the factors that might impact employee performance. The way a person feels about his or her job is referred to as their attitude toward it. Job satisfaction is an emotional state that comes from a person who enjoys and values their work (Hasibuan, 2014).

Efforts to improve employee performance cannot be separated from employee discipline. This statement is supported by Pramularso (2017: 171), stating that work discipline is part of an attitude of behavior that cannot be separated in complying with existing regulations. With the existence of regulations regarding attitudes, actions, and behavior of employees can be used as a trigger point for companies in defining rules, as well as knowledge for these employees. If employees are not disciplined, they will disrupt the work and activities of other employees, the work should be completed today, and it turns out that there is still a lot of work that is delayed and cannot be completed on time. In this regulation it is hoped that it can be implemented properly so as not to interfere with company activities, so that employee performance will be easier to improve.

Based on the initial survey on job satisfaction, there were several employees who felt their job satisfaction had decreased, namely feelings in completing work that satisfaction could not be measured, and feelings in evaluating employees that were not well implemented. One of the factors supporting the success of PT. Toyota Hadji Kalla Branch Urip Sumoharjo Makassar, namely job satisfaction. Because with the creation of job satisfaction, the work of an employee can be completed properly. However, the phenomenon that we often face is that many employees are lacking in job satisfaction, which can slow down the work process. Job satisfaction will be created if all the above roles are synergized because motivation can trigger an employee's enthusiasm or discipline is applied to change both alone and in large numbers.

Based on the results of the initial survey related to discipline and work performance, the authors found that there were problems according to the indicators, including: the quality of employees who were still considered lacking to support the completion of work assignments so that they were in accordance with the set time, found low quality work produced by employees, namely there were several the work produced is still not optimal, the low productivity of innovation organizations is hampered, decreased morale, which in all this will hinder the salesperson employee performance at PT. Toyota Hadji Kalla Subdivision Urip Sumoharjo Makassar.

A study by Ulin Ni'mah (2021) states that job satisfaction has a positive impact on

employee performance, so that high employee job satisfaction leads to better performance.

Hasbi Andis (2016) "Study of Labor Discipline in Employee Performance". His research results found that labor discipline had a positive and significant impact on the performance of Makassar Tourism Academy employees. A study by Nuruhisani Rashi (2016) shows that discipline has a negative and significant impact on the performance of staff at educational institutions in South Sulawesi. This means that employees do not fully comply with all of the organization's rules and practices in the performance of their duties. Therefore, the application of this lack of discipline is not the primary reason for organizational success in terms of employee quantity, quality, efficiency, efficiency and loyalty. Coping with work dynamics.

Discipline is a management activity aimed at encouraging members of an organization to comply with various regulatory requirements that employees are required to follow. Employee Discipline is a form of training aimed at improving and changing an employee's knowledge, attitudes and behaviors so that they can collaborate with other employees to improve their job performance ( Sondang P. Siagian, 2002).

Good or bad performance of an organization depends on the people in the organization, and those people can perform well by following the rules of the organization. These rules are authoritative, binding and enforceable, enabling employees of the organization to follow them and act in accordance with the organization's objectives. Therefore, these people need to follow and enforce set rules so that they can demonstrate discipline in the performance of their work, in the form of motivation to move them towards organizational goals. need strong support. In addition, members/people of the organization must demonstrate a strong commitment that fosters a sense of loyalty and belonging to the organization that is later consistent with their effectiveness in achieving organizational goals.

When employees follow the rules set by the company and demonstrate a high level of discipline, it creates a better business environment and has a positive impact on the company's management. Therefore, any company expects its employees to comply with the established regulations.

## **B. LITERATURE REVIEW**

### **Human Resource Management**

According to Veithzal et al. (2015), human resource management is a science or a method for managing the relationship and function of resources (labor) owned by individuals in a way that is both effective and efficient and can be used to the fullest extent possible.

HRM is essentially a movement that emphasizes the value of the human factor in potential resources, which is very dominating in any business. In order to accomplish various personal, community, customer, government, and organizational goals, HRM is the entire planning, organizing, directing, and supervising process of the implementation of activities for selection, training, placement, imposition of compensation, development, integration, maintenance, and release of HR. apprehensive (Lijan, 2016).

### **Job satisfaction**

There are numerous meanings or definitions of job satisfaction, according to Sutrisno (2009:79). The first is the idea that job satisfaction is seen as a complicated

emotional response. A sort of emotional reaction in the form of feelings of joy, contentment, or discontent results from the encouragement, desire, demands, and expectations of workers toward work that are tied to the reality felt by employees. The second idea is that job satisfaction is a function of an employee's attitude toward work in relation to workplace circumstances, employee collaboration, incentives earned at work, and issues relating to physical and psychological elements.

Based on the above definitions, it can be concluded that job satisfaction is an employee's attitude that describes the positive feelings towards work that arise from the evaluation of the work done. Satisfied employees have positive feelings about their work, while unsatisfied employees have negative feelings.

### **Work Discipline**

Work discipline is a strategy managers adopt to influence workers' readiness to alter their conduct as well as to raise knowledge of and motivation to abide by all corporate policies and relevant social standards (Veitzal Rivai, 2015).

From this understanding, labor discipline is defined as the impartial attitude and demeanor of an individual to carry out applicable written and unwritten regulations and to avoid being sanctioned for violating the duties and rights assigned to his or her objectives. We can conclude that it is a willingness to comply. Collectively and individually, it is about guiding our actions towards a harmonious reality. To create these conditions, the rights and obligations of employees must first be coordinated.

### **Employee performance**

Performance is the outcome of an employee's accomplishment of work in both quality and quantity while carrying out his duties in line with the obligations assigned to him. ((Mangkunegara 2009).

From this definition, we can conclude that employee performance is the success that results from an individual's actions to accomplish a specific role or goal. A person's performance is considered good when the results of an individual's work exceed the previously established roles and goals.

### **Hypothesis**

H1: There is an effect of job satisfaction toward salesperson employee performance at Toyota Hadji Kalla Subdivision Urip Sumoharjo Makassar

H2: There is an effect of job discipline toward salesperson employee performance at Toyota Hadji Kalla Subdivision Urip Sumoharjo Makassar

### **Conceptual Models**

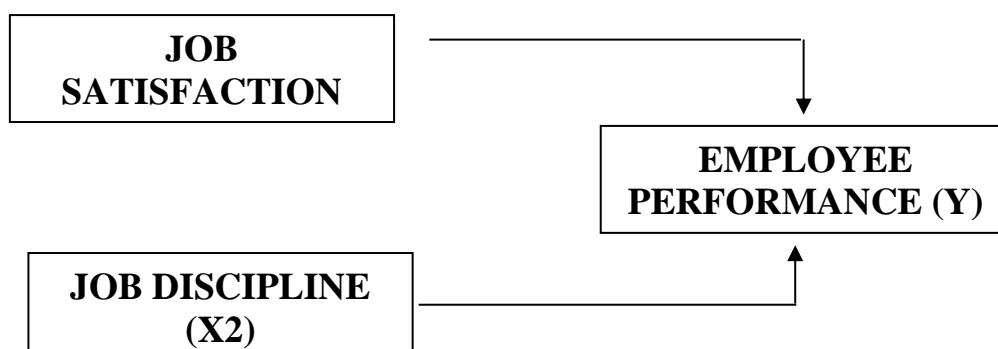


Figure 1: Conceptual Model

## C. RESEARCH METHODS

### **Location and Time of Research**

This research was conducted at the Toyota Hadji Kalla Office, Urip Sunoharjo Makassar Branch. The time used in this study was from 2 October to December 2022.

### **Population and Sample**

The population of this study is all employees who job as salespeople at the Toyota Hadji Kalla, Subdivision Urip Sumoharjo Makassar, as many as 42 people.

The sample is 42 salesperson employees within the scope of Toyota Hadji Kalla, Subdivision Urip Sumoharajo Makassar.

### **Method of collecting data**

Since gathering data is the primary goal of research, the data collecting technique is the most strategically important step. The researcher will obtain reliable data using the data collecting procedure so that it can adhere to the stated criteria. These are the data gathering techniques applied in this study:

#### **Interview**

Researchers submit questions to respondents directly (orally) about matters related to the problem under study to dig up information with salespeople who have entered the criteria in the research subject. This technique is used to collect data-data that is as supporting data, such as data about the description of the research location.

#### **Observation**

Observations made direct observations of salesperson employees at the Toyota Hadji Kalla Office, Urip Sumoharjo Makassar Branch, according to certain objects related to the problems studied.

#### **Questionnaire (Questionnaire)**

In this study, the questionnaire was distributed to 42 salesperson employees according to the sample used to obtain information data related to job satisfaction, work discipline, and employee performance.

#### **4. Completion of documentation**

A data collection method known as documentation is used to gather data and information from library sources such as reference books, articles, archives, documents, written numbers, and pictures that are in accordance with the problem being studied.

### **Data analysis method**

The research method used in this research is multiple linear regression analysis method. To determine the significant level of each independent variable regression coefficient (job satisfaction and job discipline) on the dependent variable (employee performance), statistical tests are used including the F test, t test, and R2 test. In facilitating the testing, researchers used software assistance in the form of the SPSS 21 program for windows.

## D. RESEARCH RESULTS AND DISCUSSION DATA QUALITY TEST

### Validity test

Table 1 Questionnaire Validity Test Results

Research Instruments	Items	Pearson Correlation	Sig	Criteria
Job Discipline	X1.1	0.758	0.000	Valid
	X1.2	0.618	0.000	
	X1.3	0.732	0.000	
	X1.4	0.731	0.000	
	X1.5	0.438	0.004	
Job Satisfaction	X2.1	0.823	0.000	Valid
	X2.2	0.526	0.000	
	X2.3	0.794	0.000	
	X2.4	0.838	0.000	
	X2.5	0.806	0.000	
	X2.6	0.583	0.000	
Employee Performance	Y. 1	0.697	0.000	Valid
	Y.2	0.851	0.000	
	Y.3	0.737	0.000	
	Y.4	0.690	0.000	
	Y.5	0.746	0.000	

According to the table, all variables X (Job Discipline and Job Satisfaction) and variable Y (Employee Performance) are shown to be declared valid for all statement items because the final rcount is higher than the r-table.

### Reliability Test

Table 2. Questionnaire Reliability Test Results

Research Instruments	Items	Cronbach Alpha	Criteria
Job Discipline	X1.1	0.681	Reliable
	X1.2		
	X1.3		
	X1.4		
	X1.5		
Job Satisfaction	X2.1	0.803	Reliable
	X2.2		
	X2.3		
	X2.4		
	X2.5		
	X2.6		
Employee Performance	Y. 1	0.783	Reliable
	Y.2		
	Y.3		
	Y.4		
	Y.5		

The table shows that the variables for work discipline, job happiness, and

employee performance all have Cronbach's Alpha values more than 0.60. These findings support the finding that all research variables are trustworthy.

**CLASSIC ASSUMPTION TEST**

**Normality test**

Table 3 Normality Test Results

**One-Sample Kolmogorov-Smirnov Test**

able	asypm. Sig. (2-tailed)
Job Satisfaction & Job Discipline	.980

Source: Primary Data 2022

The significant Kolmogorov-Smirnov value, as shown by the asymp sig, is more than 0.05, or 0.980, as can be seen in the table. This shows that the data in this research are normally distributed.

**Multicollinearity Test**

**Table 4 Coefficients Multicollinearity Test Results**

Variable	Statistical Collinearity	
	tolerance	VIF
Job Satisfaction	0931	1,074
Job Discipline	0931	1,074

Source: Primary Data 2022

Based on the above table, it can be inferred that this study is free of multicollinearity symptoms since the tolerance value of the job satisfaction and job discipline variables is larger than 0.1 (0.931 and 0.931 > 0.1) and the VIF value is less than 10 (1.072 and 1.074 10).

**Heteroscedasticity Test**

**Table 5 Results of the Heteroscedasticity Test – Park Test (Hetero)**

**Coefficientsa**

Variable	Sig.	Conclusion
Job Satisfaction	0.089	Not occur
Job Discipline	0.838	Not occur

Source: Primary Data 2022

It is evident from the value in the sig column of the table above. There is no heteroscedasticity if the sig value is more than 0.05 or 5% and the t count is smaller than the t table. The sig value in this study is higher than 0.05. The premise of no heteroscedasticity was then supported by the data in this investigation, which showed that there was no heteroscedasticity in the regression model utilized.

**HYPOTHESIS TESTING**

**T test results**

Table 6 T test results

Variable	T	Sig.
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Job Satisfaction (X1)	2,843	0.007
Job Discipline (X2)	2,897	0.006

Source: Primary Data 2022

The values retrieved from the table above are as follows:

a) Employee Performance (Y) and Job Satisfaction (X1)

Results from the t test with a significance value of 0.007 are shown in the results table. With a significance value of (0.007 < 0.05) and a t-count value of 2,843 > t-table 2,023, the findings of these computations show that work happiness has an impact on employee performance.

b) Workplace Rules (X2) in Relation to Employee Performance (Y)

Results from the t test with a significance level of 0.006 are shown in the results table. With a significance value of (0.006 < 0.05) and a t-count value of 2,897 > t-table 2,023, the findings of these computations show that job discipline has an impact on employee performance.

F test results

**Table 7 ANOVA Test Results**

Model	F	Sig.
1	11.168	.000

Source: Primary Data 2022

Based on the F test results and calculations from the SPSS program, it is possible to observe that the F-count value in this statistical F test is 11,168 > F table 3.24 and that the significance value is 0.000, which is less than 0.05. Therefore, it may be inferred that job discipline and job happiness have a considerable impact on employee performance.

Determination Coefficient Test

**Table 8 Test Results for the Coefficient of Determination of the Summary Model**

Model	<i>R Square</i>	<i>Adjusted R Square</i>
1	.364	.322

Source: Primary Data 2022

The value of the coefficient of determination ( $R^2$ ) is 0.364, which may be explained by the results of the determination test in Table 8 of this article. The salesperson employee performance at Toyota Hadji Kalla, Subdivision Urip Sumoharjo, Makassar City can only be explained or contributed to to a 36% variance in salesperson employee performance at Toyota Hadji Kalla, Subdivision Urip Sumoharjo, Makassar City, according to the coefficient of determination, with the remaining 64% influenced by other variables not examined in this study.

DISCUSSION

**The Effect of Job Satisfaction Toward Salesperson Employee Performance At Toyota Hadji Kalla Subdivision Urip Sumoharjo Makassar.**

According to the findings of the hypothesis test, the employee performance of salesperson Toyota Hadji Kalla, Subdivision Urip Sumoharjo, Makassar City, is influenced by job satisfaction. Based on the information gathered at the research



location, the study's findings demonstrate that it has a direct impact on the salesperson's employment performance.

According to Hasibuan (2012) job satisfaction refers to the positive perceptions of employees as shown by the employees concerned loving their work where this arises because of the feeling of satisfaction obtained from the good management of employees from company management.

Windrawati (2020) states that job satisfaction is closely related to employees' perceptions of the work they are responsible for, the amount of salary they receive, opportunities for promotion, supervision from superiors, relationships with colleagues, workload and others.

According to study by Fajri et al. (2022), there is evidence that job happiness has a partial or concomitant impact on the productivity of PT Indonesia Applied personnel. According to Suryawan & Salsabilla's study from 2022, job satisfaction at PT. KWS may have an impact on workers' performance.

Researchers believe that there is a relationship between employee satisfaction and performance because employees are happy with the pay and promotions they receive from managers, in addition to the separate satisfaction that comes from having managers who are always available to help.

### **The Effect of Job Discipline Toward Salesperson Employee Performance At Toyota Hadji Kalla Subdivision Urip Sumoharjo Makassar.**

Based on the results of the hypothesis test, it is known that job discipline has an effect on the salesperson employee performance at Toyota Hadji Kalla, Subdivision Urip Sumoharjo, Makassar City. The results of the study prove that it directly influences the salesperson's employee performance based on the facts found at the research site. The results of the study show that in general the sales staff of Toyota Hadji Kalla Urip Sumoharjo Branch, in this case the indicators of work discipline include: exemplary leadership, waskat (inherent supervision), quality of work discipline (arrival and return on time), appropriate remuneration, and the firmness of the leadership in giving sanctions does not necessarily result in satisfactory work.

According to Hasibuan (2012), discipline is a person's awareness of and desire to follow all corporate policies and relevant standards. The attitude of someone who willingly follows all rules and is conscious of their obligations is known as awareness. Thus, he will comply or carry out all of his obligations properly without being forced. Without the knowledge and willingness of employees to abide by all company regulations, following the work method established by the company and having the necessary high responsibilities has no impact on the performance of the Toyota Hadji Kalla salesperson employees of the Urip Sumoharjo Makassar Branch.

According to Alex, SN (2002), discipline is defined as an attitude, conduct, and action that complies with both written and unwritten business norms. If workers are aware of and eager to do their jobs and obligations correctly, discipline is said to have taken place.

According to study by Hasibuan & Silvya (2019), it is only partially known that employee performance at PT. Luxury Indah Jaya - Binjai is positively and significantly influenced by work discipline.

Workplace discipline at the Padang municipal labor and industrial services

has a favorable and considerable impact on employee performance, according to another study by Putra & Fernos (2023).

Because work discipline may be used to gauge employee performance, researchers think that there is a relationship between the two. The majority of employees practice discipline at work as a result of their improved performance. Taking into account that salespeople arrive and go from the office in accordance with the hours specified by the business to ensure that the time needed to complete their task is maximized.

## E. CONCLUSION

The following conclusions may be derived from the research and discussion's findings: Job satisfaction and discipline have an impact on salesperson employees' performance. Urip Sumoharjo Makassar Toyota Hadji Kalla Subdivision. The performance of salesperson employees is impacted by job discipline Urip Sumoharjo Makassar Toyota Hadji Kalla Subdivision.

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