



The Effect of Leadership Style and Incentives on Service Advisor Performance at Honda Dealers in the Jabodetabek Area

Mulyawan Hardi^{1*}, Deti Mulyo Harsono²

^{1,2}Magister Management, Parahyangan Catholic University, Bandung, Indonesia

*Email: Mulyawan_88@yahoo.com¹, detty@unpar.ac.id²

Doi: <https://doi.org/10.37339/e-bis.v9i1.2261>

Published by Piksi Ganesha Indonesia Polytechnic

Article Info

Submitted :

2025-01-02

Revised :

2025-01-07

Accepted :

2025-01-14

Keywords:

Honda Dealer, Service Advisor Performance, Leadership Style, Incentive.

ABSTRACT

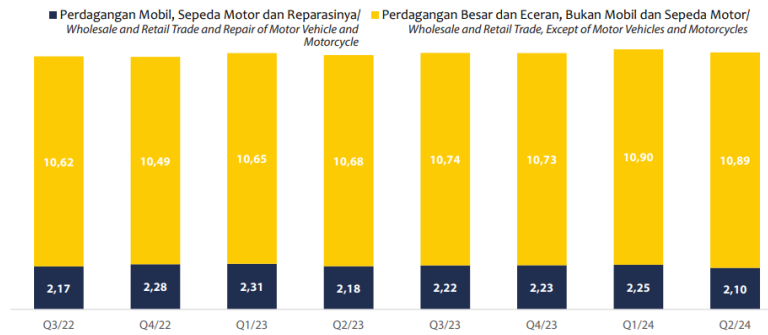
Since the Covid-19 pandemic, more manufacturers have shifted their business focus to after-sales services because the average operating margin of after-sales business globally is around 2.5 times the operating margin of new product sales. In the automotive sector, service advisors have an important role to increase revenue for after-sales services, therefore this study examines the effect of leadership style and incentives on the performance of Honda dealer service advisors in Jabodetabek. The research is quantitative with a sample size of 138 respondents using a purposive sampling method and the data was analyzed using multiple linear regression using the SPSS application. Based on the results of the t-test, incentives do not affect performance while leadership style affect performance. Simultaneously, two variables have a positive effect on performance with an effect of 51.7%.

Correspondence Address : Street: Letnan Jenderal Suprpto No.73 Kebumen, Central Java, Indonesia 54311

INTRODUCTION

The automotive industry in Indonesia is one of the industries that supports and contributes significantly to the development of the Indonesian economy with a total of more than 22 companies engaged in the motor vehicle industry, both four-wheeled and more (Chandra, 2024). In addition, based on data published by BPS with the title "Indonesian Gross Domestic Product Quarterly 2020-2024" in 2024 from Figure 1, it can be seen that the automotive industry in the second quarter of 2024 contributed 2.1% to total GDP (BPS, 2024).

Although the automotive industry in Indonesia is one of the industries that supports and contributes significantly to the development of the Indonesian economy, it is inevitable that it has faced difficult conditions. One of them is when facing the Covid-19 pandemic (Hendrayati, Heny; 2020), where Indonesia is one of the countries affected by the Covid-19 pandemic and the automotive industry is inevitably affected. In facing the post-Covid-19 situation, of course, automotive manufacturers need to find strategies to ensure that this industry survives, including strengthen after-sales business.



Gambar 20 Kontribusi Perdagangan Besar dan Eceran, Reparasi Mobil dan Sepeda Motor dalam PDB (persen), 2022–2024
Figure 20 Distribution of Wholesale and Retail, Repair of Motor Vehicles and Motorcycles to GDP (percent), 2022–2024

Figure 1. Automotive Industry Contribution to GDP 2022-2024
 Source: BPS Website - Indonesia Gross Domestic Product Quarterly 2020-2024

After sales means activities and services carried out by the company after the product or service is sold or given to the customer (Cinthy, 2021). Meanwhile, according to Thomas, after sales is a service that producers provide to their consumers right after consumers complete their product purchase transactions (Thomas, 2021).

According to Millar's study published by Deloitte, since the Covid-19 pandemic, more and more manufacturers have shifted their business focus to after sales services, not only to increase customer satisfaction but also as an opportunity to maintain or even increase company revenue. This is because demand for new products has decreased as consumers focus on savings and reduce purchases due to the impact of the Covid-19 pandemic. Currently, the average operating margin of the after sales business globally is around 2.5 times the operating margin of new product sales (Millar et al, 2020).

Although the after-sales business is expected to help offset the pressure on new product sales margins (Yusuf et al., 2021), the after-sales business of Honda dealers, especially in the Jabodetabek area, is not always in ideal condition. Throughout 2020 to 2023, revenue achievement for Honda dealers in the Jabodetabek area fluctuated. Based on Figure 2, the revenue target from 2020 to 2023 has not been achieved with the highest achievement in 2023 of 95%. The amount of revenue generated by service advisors contributes to increasing dealer income, therefore revenue is an important indicator in measuring the performance of service advisors.

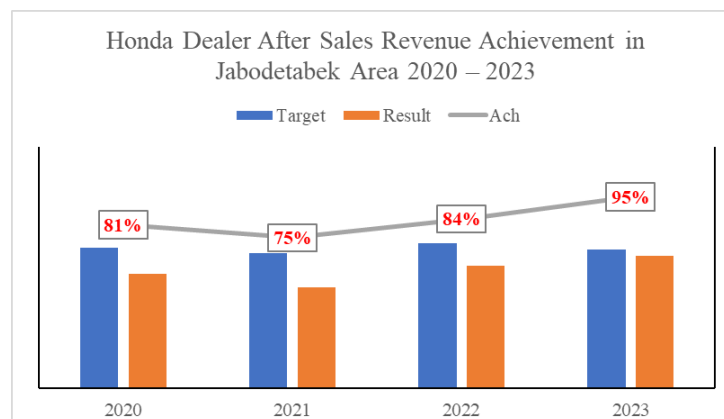


Figure 2. Honda Dealer After Sales Revenue Achievement in Jabodetabek Area 2020 – 2023

Source: Research data, 2024

Based on the results of a qualitative literature review by Zen in 2023, compensation or rewards can make employees work in accordance with company goals and compensation that meets employee expectations can make employees achieve work goals and have an impact on improving company performance. Leadership can influence employees in terms of morale and job satisfaction which will then have an impact on employee performance in achieving organizational goals (Zen et al, 2023).

Based on the results of Makmur's research in 2023, the compensation received by Honda Kumala Karawang salesmen is good, which means it is in accordance with employee expectations, as well as the working environment conditions of Honda Kumala Karawang which are supportive for employees. In terms of the relationship between compensation and work environment on employee performance, it was found that compensation, work environment and job satisfaction have a simultaneous influence on salesman performance at Honda Kumala (Makmur et al, 2023). Also supported by the results of research by Akbar and Rohmandiyas in 2021 which strengthens that training, compensation and work discipline have an impact on employee performance at PT. Astra Honda Motor (Akbar and Rohmandiyas, 2021).

According to Diamantidis and Chatzoglou in 2018, optimal support from management can produce good employee performance, and the form of support from management can take various forms, including providing a comfortable work environment, providing appropriate compensation and leadership that is respected by employees (Diamantidis and Chatzoglou, 2018). Meanwhile based on Rojikinnor research in 2023, compensation does not directly affect employee performance but working environment does directly influence employee performance at the PT Bank Rakyat Indonesia (Persero) Tbk (Rojikinnor et al, 2023). Therefore, further research is needed to determine the factors that influence the performance of service advisors, especially at Honda dealers in Jabodetabek.

Based on the performance data of service advisors from a sample of 3 dealers, it is known that in each dealer there is an average of 26% of the total service advisors whose performance does not achieve the revenue target. This shows that even though the location and capacity of the workshops of these three dealers are different, each dealer still has service advisors whose performance has not achieved the target. The data can be seen in Figure 3 below.

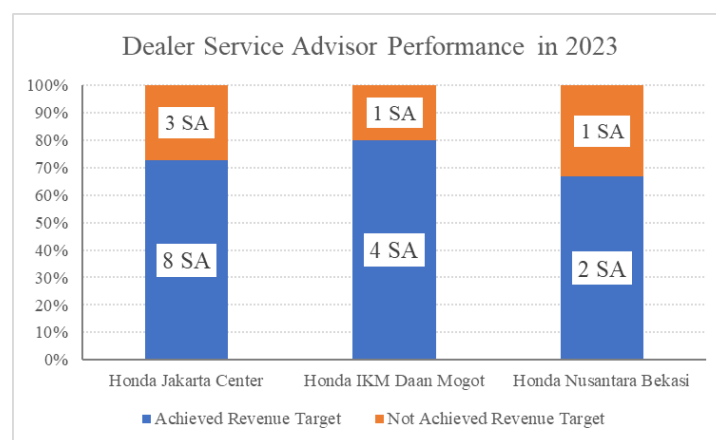


Figure 3. Dealer Service Advisor Performance in 2023

Source: Research data, 2024

Preliminary survey was conducted and asked about factors that could possibly influence the performance of service advisors. Factors were collected based on several journal references related to performance and 8 factors were obtained that could influence performance. Then service advisors were asked to choose the factors that most influenced their performance at the dealership with the results in Figure 4. From the results of the preliminary survey, three factors were obtained that had the most significant influence on the performance of service advisors at the dealership, namely compensation factors, leadership style and work environment.

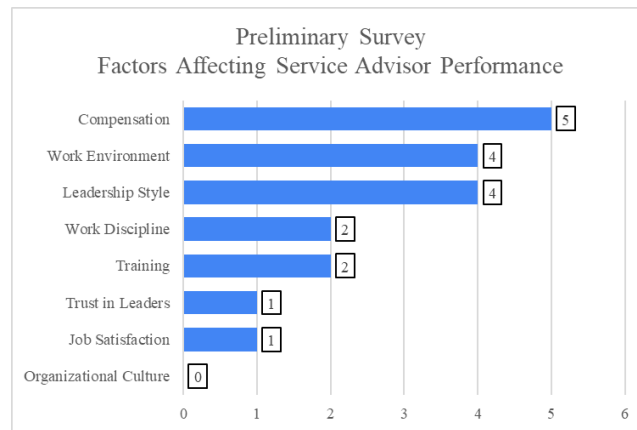


Figure 4. Preliminary Survey - Factors Affecting Service Advisor Performance
Source: Research data, 2024

In this study, compensation variable will be used as one of factor because it is the most widely chosen by service advisors and the leadership style variable because it is one of the most chosen factors by service advisor and has not been widely studied in the automotive industry.

LITERATURE REVIEW

Performance

Performance is a measure of the achievement of a work program that is implemented or actions to implement the targets, goals, vision and mission of an organization that has been created by making a strategic plan (Alvarisi, 2018). Lussa said that what is meant by performance is the achievement obtained by individual employees in carrying out the work received and is an effort by superiors to ensure that employee work and the results provided are in line with the goals of the company or organization (Lussa et al, 2023). Then Rojikinnor defines performance as the result of efforts made when carrying out the tasks obtained, especially based on expertise, experience, and completion time (Rojikinnor et al, 2023). Based on the explanation given above, performance is a combination of behavior or actions carried out by individuals and also the results or products of work produced by individuals in an organization in an effort to achieve the goals, goals, vision and mission of the organization where the individual is located.

Leadership Style

Koohang defines leadership as an effort to influence and motivate individuals in an organization. Effective leadership affects job satisfaction, positive relationships, a trusting environment, good knowledge management and improved organizational performance. (Koohang et al, 2018). According to Kristanto, leadership is an individual's effort to influence and motivate

other individuals to contribute to the effectiveness and success of the organization (Kristanto et al, 2020). Zen states that a good leader is someone who can direct his members to be able to provide the best performance in line with organizational goals. (Zen et al, 2023). Based on explanations above, good leadership is a leader who is able to provide an impact, influence and motivation on other individuals to achieve common goals.

Incentive

According to Slovic, incentives are compensation that is directly related to objective measures of individual productivity (Slovic et al, 2023). Aguinis explains that incentives are temporary salary adjustments based on a certain period according to a predetermined evaluation time (Aguinis, 2019). Noe states that incentives are given to reward individual performance, but with two important differences when compared to salary. First, payments are not included in the base salary. Second, performance is usually measured based on physical output (Noe et al, 2023). Based on explanations above, incentives are additional compensation outside of salary given for individual performance that is measurable and calculated based on a certain period.

Conceptual Framework

In this study, the factors that will be used as indicators are leadership style and incentive with the research model and hypothesis are:

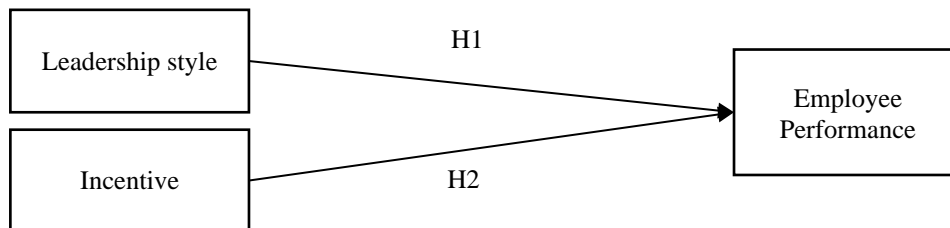


Figure 5. Research Model

Research Hypothesis

H1: Leadership style has an influence on employee performance

H2: Incentives have an influence on employee performance

METHOD

The research method used in this study is quantitative and the formulation of the problem is associative, while the object of the research was carried out on service advisors across Honda dealers in the Jabodetabek area with a population of 229 service advisors using the purposive sampling method.

The research data will be processed by testing the validity and reliability of the measuring instrument and then conducting a classical assumption test consisting of a normality test, a multicollinearity test and a heteroscedasticity test. Data analysis techniques will be carried out with descriptive analysis, simultaneous tests (F Test), partial tests (t Test), determination coefficient tests (R^2) and multiple linear regression. All data processing and analysis processes described above will use the SPSS application.

RESULTS AND DISCUSSION

Respondent Profile

Based on 43 dealers that willing to participate in this study, 166 respondents were collected. From a total of 166 respondents collected, the researcher evaluated the results of the answers given by the respondents and found that 28 respondents were not qualified with the condition of providing patterned answer and inconsistent answers so that from the total respondents collected, the total number of respondents used in this study was 138 people. Before processing the research data, the researcher tried to summarize the respondent profile based on three criteria, gender, age and work experience.

Table 1. Respondent Profile

No	Criteria	Category	Number of Respondent	Percentage
1	Gender	Male	125	91%
		Female	13	9%
2	Age	21-25 year	5	4%
		26-30 year	40	29%
		31-35 year	40	29%
		36-40 year	29	21%
		41-45 year	15	11%
		46-50 year	6	4%
		51-55 year	3	2%
3	Work Experience	≤5 year	67	49%
		6-10 year	51	37%
		11-15 year	13	9%
		16-20 year	7	5%

Source: Research data, 2024

Validity and Reliability Test

The decision-making process is carried out by comparing the calculated r value and the table r with a significance value of 5%. The table r value with a significance of 5% for 30 respondents is 0.361. Based on the results of the validity test on 3 variables consisting of 60 questions, it was found that all answers to the questions given were valid so that they could be continued to carry out a reliability test.

The theory used in determining the level of reliability is based on Guilfor, namely that reliability is said to be high if the Cronbach's Alpha coefficient is greater than 0.70. Based on the results of the reliability test in table 2, all variables in this study are reliable and have a correlation between items.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Criteria	Result
Leadership style (X1)	0.976	> 0.7	Reliable
Incentive (X2)	0.964	> 0.7	Reliable
Performance (Y)	0.982	> 0.7	Reliable

Source: Research data, 2024

Normality Test

Normal distribution analysis was carried out by observing the comparison between the normal P-Plot graph and the cumulative distribution graph of the research data. In accordance with Figure 6, it can be seen that the data collected in this study are evenly distributed around the normal P-Plot line, therefore this indicates that the data in the study are normally distributed.

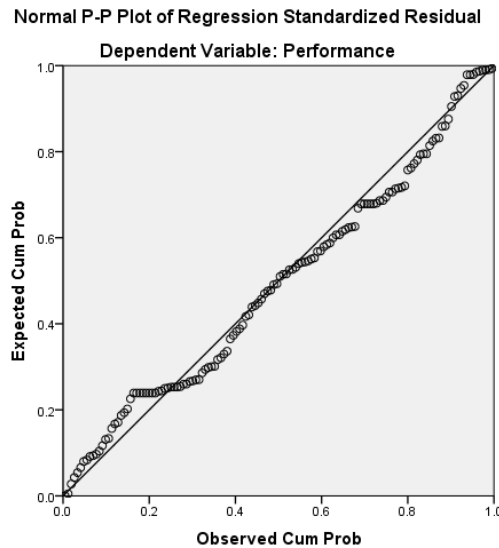


Figure 6. P-Plot Graph
Source: Research data, 2024

Multicollinearity Test

To determine the value of multicollinearity in the regression model can be known by evaluate the VIF (Variance Inflation Factor) value and also the value of its tolerance. If tolerance has a value greater than 0.10 and VIF has a value less than 10, then between the independent variables it can be concluded that there is no multicollinearity.

According to the results of the multicollinearity test in table 4, the VIF for each independent variable in this study shows a value smaller than 10 and the tolerance value shows a value greater than 0.10. Based on the results of the comparison of VIF and tolerance values that have been carried out, it can be stated that the independent variables in this study do not have a significant correlation and there is no multicollinearity.

Table 4. Multicollinearity Test Results

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	27.948	2.740		10.199	.000		
	Leadership	.404	.054	.615	7.486	.000	.522	1.915
	Incentive	.113	.064	.147	1.784	.077	.522	1.915

a. Dependent Variable: Performance

Source: Research data, 2024

Heteroscedasticity Test

The heteroscedasticity test in this study was carried out by evaluating at regression scatterplot result. Based on observations, it can be seen that the points of the regression model results are spread at the top and bottom of the value 0 on the Y axis, so it can be stated that the regression model in this study is homoscedastic.

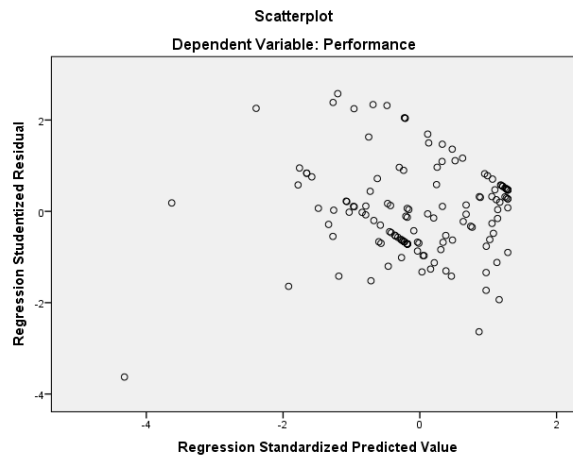


Figure 7. Scatterplot Graph
Source: Research data, 2024

Simultaneous Test (F)

- Simultaneous test comparing the calculated F value with the F table value. Hypothesis is:
- If calculated $F > F$ table, then the independent variable has an influence on the dependent variable simultaneously.
 - If calculated $F < F$ table, then the independent variable does not have an influence on the dependent variable simultaneously.

According to the data that can be seen in table 6, the calculated F (74.412) has a value greater than the F table (2.6), which means that the independent variables have an influence on the dependent variables together.

Table 6. Anova Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3982.457	2	1991.228	74.412	.000 ^b
	Residual	3612.536	135	26.760		
	Total	7594.993	137			

a. Dependent Variable: Performance

b. Predictors: (Constant), Incentive, Leadership

Source: Research data, 2024

Partial Test (t-Test)

Partial test is conducted using 2 criteria, by comparing the significance value and by comparing the calculated T value with the T table value of 1.980. The hypothesis used is:

- If the calculated T (t) > T table and the significance (Sig.) value < 0.05, then the independent variable has a partial influence on the dependent variable

- b. If the calculated T (t) < T table and the significance (Sig.) value > 0.05, then the independent variable does not have a partial influence on the dependent variable.

Table 7. Multiple Linear Regression Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.948	2.740		10.199	.000
	Leadership	.404	.054	.615	7.486	.000
	Incentive	.113	.064	.147	1.784	.077

a. Dependent Variable: Performance

Source: Research data, 2024

Partial test (T-test) was conducted for each independent variable with result:

- a. Leadership style variable

The calculated T result (7.486) greater than T table (1.98) and the significance (Sig.) = 0% is less than 5%. Therefore, the leadership variable has a partial influence on performance.

- b. Incentive variable

The calculated T result (1.784) smaller than T table (1.98) and the significance (Sig.) = 7.7% is greater than 5%. Therefore, the incentive variable does not have a partial influence on performance.

Coefficient of Determination Test (R²)

This test is used to measure the extent to which the independent variable is able to explain the dependent variable. The higher the value of the coefficient of determination test, the better the research model. According to the results shown in table 8, the coefficient of determination value in this regression equation has a value of 0.517. This means that the independent variables simultaneously or together have an influence of 51.7% with a moderate category. The remaining value of 48.3% is the impact of other variables besides the independent variables selected in this study.

Table 8. Results of Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724 ^a	.524	.517	5.173

a. Predictors: (Constant), Incentive, Leadership

Source: Research data, 2024

Multiple Linear Regression Analysis

This analysis to find out the influence of leadership style and incentives on performance. Based on table 9, the values obtained for the constants and regression coefficients for each independent variable produce the following regression equation.

$$Y = 27,948 + 0,404 X_1 + 0,113 X_2 + e \quad (1)$$

Table 9. Multiple Linear Regression Results

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	27.948	2.740		10.199	.000
	Leadership	.404	.054	.615	7.486	.000
	Incentive	.113	.064	.147	1.784	.077

a. Dependent Variable: Performance

Source: Research data, 2024

Based on the regression equation above, the following conclusions can be obtained: (a) The constant in this equation has a value of +27,948. It can be stated that the independent variable has an influence in the same direction as the dependent variable. (b) The leadership style variable (X1) has a unidirectional relationship and has a positive influence on the performance. This is based on the regression coefficient with positive value of +0.404 and (c) The incentive variable (X2) has a unidirectional relationship and has a positive influence on the performance, this is based on the regression coefficient with positive value of +0.113.

Discussion

The t-Test result for the leadership variable has value of 7.486 and it is greater than the T table with a value of 1.980, this shows that the leadership style has a positive influence on the performance of service advisor employees at Honda dealers in the Jabodetabek area. This is in accordance with research conducted by Zen et al in 2023 which stated that if employees have a positive perception of their superior's leadership, it will improve the quality of the organization (Zen et al 2023).

The t-Test result for the incentive variable has a value of 1.784 and it is smaller than the T table with a value of 1.980, this indicates that if incentives are given to service advisors without good leadership, it will not have an impact on improving the performance of service advisor employees at Honda dealers in the Jabodetabek area. This is in accordance with Rojikinnor research in 2023, compensation does not directly affect employee performance at the PT Bank Rakyat Indonesia (Persero) Tbk (Rojikinnor et al, 2023). But this is quite different from the results of a study conducted by Makmur in 2023 which stated that compensation had a partial effect on salesman performance at Honda Kumala Karawang, although at a low level (Makmur et al 2023) and also a study conducted by Akbar and Rohmandiyas in 2021 which stated that compensation had a partial effect, although low, on employee performance at PT. Astra Honda Motor (Akbar and Rohmandiyas 2021).

The coefficient of determination (R^2) value shows a result of 0.517 which means that the independent variables, leadership and incentives simultaneously or together provide a moderate influence of 51.7%. Based on the multiple linear regression equation in this study with a constant value of +27.948 and the regression coefficient for each variable is positive, which means that all independent variables have an influence in the same direction as the dependent variable.

CONCLUSION

In accordance with the results of the study, the following conclusions can be drawn the results of the study show that the leadership style of leader has the strongest influence on the performance of service advisor employees at Honda dealers in the Jabodetabek area when compared to incentive variables. The results of the study show that incentives will affect the performance of service advisor employees at Honda dealers in the Jabodetabek area if given together with other variables, but if given partially or individually, they will not have an effect on service advisors performance and the results of the study show that leadership style and incentive have a simultaneous influence on service advisor performance at Honda dealers in the Jabodetabek area.

The following are some suggestions that can be conveyed by researchers the leadership style of the dealer service manager is the variable that has the most significant impact on the performance of the service advisor. What can be done is to ensure that the service manager carries out regular supervision and evaluation of employee performance and provides reprimands or sanctions for mistakes made by employees, provides leadership training to the dealer service manager so that they understand the company's values and directs the service manager to carry out coaching and counseling activities for its members. In addition, the company can also encourage its employees to improve their creativity. Although incentives have been given to service advisors, there are several things that need to be considered and possibly improved, such as timely incentives, incentive calculation schemes that are known and understandable by service advisors.

Dealer leaders are also expected to provide non-material incentives such as awards for high-performing employees, either in cash or not, promotion opportunities for high-performing employees, providing work holidays and health insurance. In addition, giving thanks and praise for employee performance can be an added value that can encourage employees to perform better. In this study, it is limited to using only two independent variables, whereas if we look at the results of the preliminary survey, there are 8 factors that can influence service advisors performance, so there are still other factors that may influence and this is in line with the results of the determination coefficient test which shows that 48.3% is the impact of other variables. So that for further research, it can be studied whether there are other factors that can influence such as the work environment, work discipline, training, trust in leaders, job satisfaction and organizational culture and their influence on the performance of service advisors.

REFERENCE

- Abdullah, K., Jannah, M., Aiman, U., Hasda, S., Fadilla, Z., Taqwin, Masita, Ardiawan, K. N., & Sari, M. E. (2022). *Metodologi Penelitian Kuantitatif*. Aceh: Yayasan Penerbit Muhammad Zaini.
- Aguinis, H. (2019). *Performance Management for Dummies*. New Jersey: John Wiley & Sons, Inc.
- Akbar, Z., & Rhomandiyas, N. A. (2021). The Effect of Training, Compensation and Work Discipline on Job Satisfaction that Impacts Employee Performance PT. Astra Honda Motor. *Journal of Business and Management Studies*, 3(2), 218-230.
- Altunoglu, A. E., Sahin, F., & Babacan S. (2019). Transformational Leadership, Trust, and Follower Outcomes: A Moderated Mediation Model. *Management Research Review*, 42(3), 370-390.

- Amelia, D., Setiaji, B., Jarkawi, Primadewi, K., Habibah, U., Peny, T. L. L., Rajagukguk, K. P., Nugraha, D., Safitri, W., Wahab, A., Larisu, Z., Setiaji, B., & Dharta, F. Y. (2023). *Metode Penelitian Kuantitatif*. Aceh: Yayasan Penerbit Muhammad Zaini.
- Badan Pusat Statistik. (2024, 9 Oktober). *Produk Domestik Bruto Indonesia Triwulan 2020-2024*. Diakses pada 28 November 2024, dari <https://www.bps.go.id/id/publication/2024/10/09/7290b829d2eaa972e4968d19/produk-domestik-bruto-indonesia-triwulanan-2020-2024.html>
- Cera, E., & Kusaku, A. (2020). Factors Influencing Organizational Performance: Work Environment, Training-Development, Management and Organizational Culture. *European Journal of Economics and Business Studies*, 6(1), 16-27.
- Chandra, T. A. (2024). Komunikasi Pemasaran Perusahaan Otomotif Mobil Melalui Penggunaan Media Digital (Studi Kasus pada Tujuh Merek Passenger Car di Indonesia). *Jurnal Global Ilmiah*, 1(6), 395-404.
- Cinthy. (2021, 18 Januari). *After Sales Service: Pengertian & Pengaruhnya Dalam Suatu Hubungan Bisnis*. Diakses pada 28 November 2024, dari <https://accurate.id/marketing-manajemen/after-sales-service/>
- Diamantidis, A. D., & Chatzoglou, P. (2018). Factors Affecting Employee Performance: An Empirical Approach. *International Journal of Productivity and Performance Management*, 68(1), 171-193.
- Gaikindo. (2024, November). *Indonesia tetap Pimpin Penjualan Mobil ASEAN, Disusul Malaysia & Thailand*. Diakses pada 28 November 2024, dari <https://www.gaikindo.or.id/indonesia-tetap-pimpin-penjualan-mobil-asean-disusul-malaysia-dan-thailand/>
- Gaikindo. (2024, Oktober). *Target Penjualan Mobil 2024 Direvisi, dari 1,1 Juta Unit Menjadi 850 Ribu*. Diakses pada 28 November 2024, dari <https://www.gaikindo.or.id/target-penjualan-mobil-2024-direvisi-dari-11-juta-unit-menjadi-850-ribu-unit/>
- Ghozali, I. (2021). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 26*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hendrayati, Heny; Yusuf, Ramayani; Ridwanudin, Oce; Henri, M. (2020). Adaptasi Kebiasaan Baru : Perspektif UMKM Jasa Oleh Womanpreneur di Jawa Barat Bangkit di Era Covid 19. *JMBP UPI*, 53(9), 1689–1699.
- Hakim, L. (2020). *Mudah Menulis penelitian Kualitatif & Kuantitatif*. Mataram: Sanabil.
- Hardani, Auliya, N. H., Andriani, H., Fardani, R. A., Ustiwaty, J., Utami, E. F., Sukmana, D. J., & Istiqomah, R. R. (2020). *Metode Penelitian Kualitatif & Kuantitatif*. Yogyakarta: CV. Pustaka Ilmu Group.
- Kang, M., Um, K. H., Shou, Y., & Roh, J. J. (2022). Matching Goal-Based Incentive Systems with Cross-Functional Integration to Improve Operation and Innovation Performance. *International Journal of Operations & Production Management*, 42(2), 230-254.
- Koohang, A., Paliszkievicz, J., & Goluchowski, J. (2018). The Impact of Leadership on Trust, Knowledge Management, and Organizational Performance. *Industrial Management & Data Systems*, 117(3), 521-537.
- Kristanto, H., & Edward, Y. R. (2020). The Effect of Leadership Style and Communication on Employee Performance through Job Satisfaction as a Mediation Variable at PT. Trans Sumatra Agung in Medan. *International Journal of Research and Review*, 7(9), 171-181.
- Lee, Y. L. A., Malik, A., Rosenberger III, P. J., & Sharma, P. (2020). Demystifying the Differences in The Impact of Training and Incentives on Employee Performance: Mediating Roles of Trust and Knowledge Sharing. *Journal of Knowledge Management*, 24(8), 1987-2006.
- Leuhery, F., Ratnawita., Amang, A., Mulyadi, & Khasbulloh, M. W. (2023). Analysis of the Influence of Work Discipline, Motivation and Leadership Style on Performance of

- Automobile Authorized Dealer Company. *Jurnal Ekonomi, Manajemen, & Akuntansi*, 9(4), 1489-1495.
- Lussa, M. F., Sudiro, A., & Hapsari, R. D. V. (2023). The Effect of Work Motivation and Work Environment on Employee Performance Through Work Engagement. *International Journal of Research in Business & Social Science*, 12(9), 134-143.
- Makmur, W., Hersona, S., & Nurhasanah, N. (2022). Pengaruh Kompensasi & Lingkungan Kerja Terhadap Kepuasan Kerja Yang Berdampak Pada Kinerja Salesman Pada Honda Kumala Karawang. *COSTING: Journal of Economic, Business and Accounting*, 5(2), 1292-1307.
- Millar, K., Bendig, O., & Hussain, A. (2020, 14 Mei). *Aftermarket services: Transforming manufacturing in the wake of the COVID-19 pandemic*. Diakses pada 28 November 2024, dari <https://www2.deloitte.com/us/en/insights/industry/manufacturing/aftermarket-services-digital-differentiator-beyond-COVID-19.html>
- Nafe, N. S., & Alizadeh, H. N. (2022). Examination of Work Motivation, Work Environment, and Work Engagement Relation with Job Satisfaction During Covid -19. *Journal of Marketing and Management*, 13(2), 27-42.
- Nguyen, P. T., Yandi, A., & Mahaputra, M. R. (2020). Factors That Influence Employee Performance: Motivation, Leadership, Environment, Culture Organization, Work Achievement, Competence and Compensation (A Study of Human Resource Management Literature Studies). *Dinasti International Journal of Digital Business Management*, 1(4), 645-662.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2022). *Fundamentals of Human Resource Management*. New York. McGraw Hill LLC.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2023). *Human Resources Management: Gaining a Competitive Advantage*. New York: McGraw Hill LLC.
- Permadi, I. K. O., Landra, N., Kusuma, I. G. A. E. T., & Sudja, I. N. (2019). The Impact of Compensation and Work Environment Towards Job Satisfaction to Affect the Employee Performances. *International Journal of Management and Commerce Innovations*, 6(2), 1248-1258.
- Pranatawijaya, V. H., Widiatry, W., Priskila, R., & Putra, P. B. A. A (2019). Pengembangan Aplikasi Kuesioner Survey Berbasis Web Menggunakan Skala Likert & Guttman. *Jurnal Sains & Informatika*, 5(2), 128-137.
- Pujiono, B., Setiawan, M., Sumiati, & Wijayanti, R. (2020). The Effect of Transglobal Leadership and Organizational Culture on Job Performance - Inter-Employee Trust as Moderating Variable. *International Journal of Public Leadership*, 16(3), 319-335.
- Rojikinnor, Gani, A. J. A., Sales, C., & Amin, F. (2023). The Role of Compensation as a Determinant of Performance and Employee Work Satisfaction: A Study at The PT Bank Rakyat Indonesia (Persero) Tbk. *Journal of Economic and Administrative Sciences*, 39(4), 943-956.
- Slović, D., Tomašević, I., & Stojanović, D. (2023). The Effect of Mixed Wage Incentives on Performance: An Action Research Report. *Journal of East European Management Studies*, 28(3), 504-532.
- Su, T. S., Chen, C., Cui, X., Yang, C., & Ma, W. (2020). Consistency at Different Levels: A Meta-Analytic Examination of Organizational Trust and Performance. *Nankai Business Review International*, 11(4), 537-567.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif & R&D*. Bandung: Alfabeta.
- Tarigan, S. A., Assaly, A., Arifin, Gunawan, E., & Harnjo, E. (2022). The Impact of Work Environment and Compensation Toward Employee Performance. *Jurnal Mantik*, 6(1), 89-96.

- Thomas, J. (2021). Pengaruh Persepsi Harga, Aftersales, & Kualitas Layanan Terhadap Kepuasan Konsumen Dalam Membentuk Loyalitas Ppelanggan Pada UD. Enam Sembilan. *PERFORMA: Jurnal Manajemen & Start-Up Bisnis*, 6(3), 236-244.
- Yusuf, R., Damayanti, F., Purnomo, P., Suryana, A. T., Kartikaningsih, D., Windarto, A. P., & Waluyo, A. (2021). Application of Analytical Hierarchy Process Method for SQM on Customer Satisfaction. *Journal of Physics: Conference Series*, 1783(1). <https://doi.org/10.1088/1742-6596/1783/1/012019>
- Zen, A., Renaningtyas, A. R., Adisti, A. A., Afrizal, J. D., & Ningtyas, T. S. (2023). Faktor-faktor yang mempengaruhi Kinerja Karyawan: Lingkungan Kerja, Kompensasi & Kepemimpinan dengan Pengambilan Keputusan sebagai variabel intervening. *Dinasti Review*, 4(6), 800-814.
- Zhang, W., Li, Y., Yuan, B., & Zhu, D. (2024). Primary Care Providers' Preferences for Pay-For-Performance Programs: A Discrete Choice Experiment Study in Shandong China. *Human Resources for Health*, 22(20), 1-9.