



Determinants of Salesperson Performance: Motivation, Training, Job Satisfaction, and Compensation at PT. ABC Dealers in Bogor and Depok

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Abstract

Background: Employee performance is a key determinant of sales improvement and is significant in the automobile industry, as marketing/sales personnel directly interact with customers during the sales process. From 2020 to 2024, PT. ABC dealerships in Bogor had an achievement rate of only 49.2% to 92.8%, and Depok 50.5% to 85.6%, thus showing a performance gap and untapped potential in Bogor and Depok.

Objective: This study aimed to analyze the effect of work motivation, job training, job satisfaction, and compensation on the performance of sales employees (salespersons) at PT. ABC automobile dealerships in the Bogor and Depok area.

Methods: The research respondents were 288 sales employees from a total of 306 sales employees of PT. ABC outlets in the Bogor and Depok area. The study employed a quantitative research approach, with SEM-based analysis using AMOS as the data analysis technique.

Results: The results show that career development, compensation, and job satisfaction respectively have a positive and significant effect on employee performance. Though, work motivation and job training do not affect employee performance. The model results suggested that career development ($\beta=0.138$, $p=0.003$), compensation ($\beta=0.254$, $p=0.001$), and job satisfaction ($\beta=0.181$, $p=0.014$) were significant predictors of work performance.

Conclusion: Training has no impact on job satisfaction and performance, whereas career development and compensation enhance the job satisfaction and performance of employees. Motivation boosts satisfaction but does not lead to improved performance. These relationships are partially mediated by job satisfaction. PT. ABC needs to improve career paths, compensation transparency, and recognition systems.

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INTRODUCTION

According to data obtained from World Population Review, Indonesia has 112 million motorcycles, out of a total of 600 million motorcycles worldwide in 2023 (Nasifah, 2024). This indicates that 18.6% of the world's total motorcycles are located in Indonesia. This number is also supported by the growth of the motor vehicle industry, where the Indonesian Motorcycle Industry

Association (AISI) revealed that the motorcycle market in Indonesia recorded a growth of 3.1 percent Rochman (2024), with total motorcycle sales throughout 2024 reaching 6.3 million units (Safir, 2025). This rapid market growth simultaneously intensifies competition among dealerships, increasing target pressure on sales personnel to capture market share.

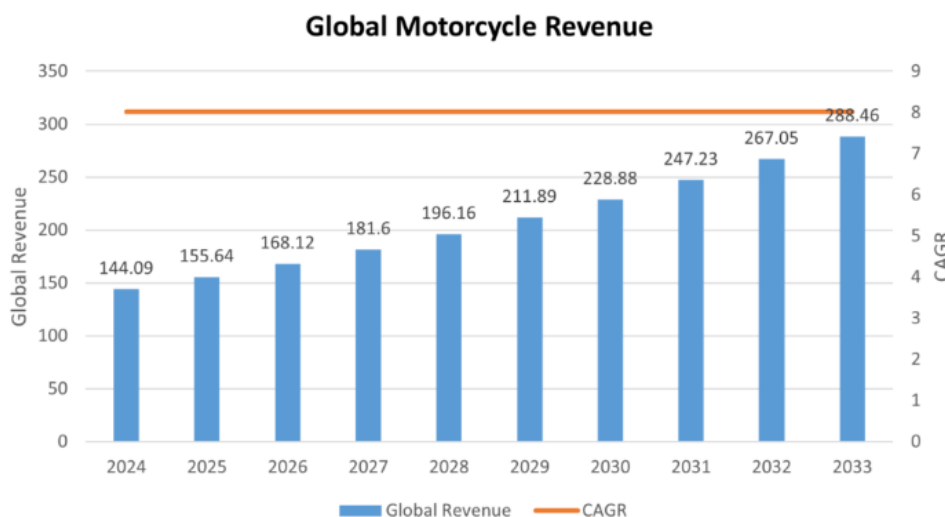


Figure 0. Global Motorcycle Sales Projection
Source: Power Systems Research (2024)

The positive growth of the motorcycle industry certainly provides a positive stimulus for managerial stakeholders in the automotive industry; however, it also indirectly creates a competitive environment for capturing market share. One such challenge is the increasing number of new motorcycle brands entering the Indonesian market to compete; for example, in 2023, six new brands emerged: Scomadi, Greentech, Kool EV, SMEV, Savart, and Dhelvic Radityasani (2023), as well as VMove, ZPT, and Horwin Inc, which entered Indonesia in 2024.

The two-wheeled motorized vehicle market in Indonesia is currently dominated by the Honda brand, with total sales reaching 4.9 million units in 2024 (Rajendra, 2025). These total sales are equivalent to 78% of the motor vehicle market share in Indonesia. With pressure from competitors, it is important for PT. ABC to achieve sales targets in order to capture a large market share in Indonesia.

Table 0. Sales Achievement Data for Bogor and Depok Regions

Region	Year	Achievement Percentage
Bogor	2019	100.1%
	2020	49.2%
	2021	81.6%
	2022	82.0%
	2023	85.1%
	2024	92.8%
Depok	2019	102.8%
	2020	50.5%
	2021	77.7%
	2022	79.3%
	2023	81.2%
	2024	85.6%

Source: PT. ABC Management (2025)

The data in Table 1 shows that since 2020, the Bogor and Depok regions have consistently failed to achieve the set sales targets in the last five years. Looking at the sales chart, although a

slight upward trend was observed from 2021 to 2024, sales performance has still not been able to reach 100% of the set targets to this day.

One of the key driving factors for increasing sales is the salespeople (salesperson or salesman), as in the motorcycle industry the presence of salespeople is an important factor, particularly in communicating information to prospective customers. Currently, there are 159 salespeople active across all branches in Bogor Regency, while Bogor City has 116 active salespersons. Based on individual sales data, fewer than half of all salespersons consistently achieve their assigned sales targets.

Table 1. Number of Sales Achieving Sales Target 2019-2024 in Bogor and Depok

Region	Year	Target Achieved	Not Achieved	Achievement Percentage
Bogor	2019	107	52	67.3%
	2020	61	98	38.4%
	2021	64	95	40.3%
	2022	79	92	46.2%
	2023	81	90	47.4%
	2024	87	84	50.9%
Depok	2019	79	37	68.1%
	2020	47	69	40.5%
	2021	51	65	44.0%
	2022	61	69	46.9%
	2023	62	68	47.7%
	2024	66	64	50.8%

Source: PT. ABC Management (2025)

Work motivation is one of the main factors that drives salespeople to achieve the sales targets set by the company. Salespeople who have high motivation tend to be more proactive in seeking potential customers, conducting marketing approaches, and maintaining relationships with consumers. In addition, education and training also play an important role in improving the competence of salespeople. With sufficient training and education, the sales force acquires information about products, marketing skills, and ways to communicate effectively to meet an increasingly competitive market environment.

On the other hand, job satisfaction is another important variable that may influence sales performance. Successful sales professionals are more committed, loyal, and productive when they achieve higher levels of job satisfaction. Various factors — the work environment, pay and incentive systems, career growth opportunities, and supervisor and coworker relationships — can also impact job satisfaction, which in turn can shape other employee attitudes. Salespeople perform well when they feel valued for their work and receive proper assistance from the organization to work toward the company's sales goals. Work motivation, job training, career development, wages or salary, and job satisfaction will collectively impact the performance of PT. ABC salespersons. This study therefore examines the effects of work motivation, job training, career development, compensation, and job satisfaction on the performance of salespersons at PT. ABC dealers located in the Bogor and Depok regions.

METHOD

Research Object

This study uses a quantitative approach with a causal research design to analyze the relationship between variables and determine the effect of the independent variables on the dependent variable.

Unit of Analysis

According Bougie (2020), the unit of analysis is the entity (individual, object, or social event) that we are studying. This could be at the level of individuals, organizations, groups, or other entities, depending on the purpose of the research.

Research Type

This approach is known as causal quantitative, and in this type of research, hypotheses are utilized to scrutinize the impact of independent variables on the dependent variable. A five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) was used to measure variables – adapted from known scales, where possible.

Population and Sample

The population refers to all research objects that may include humans, animals, plants, phenomena, numbers, or events used as data sources with specific characteristics (Bougie & Sekaran, 2020). In this study, the research population comprises all sales staff working at PT. ABC motorcycle dealers across Bogor Regency, Depok Regency, Bogor City, and Depok City, amounting to 320 individuals. In multivariate structural models using CB-SEM (AMOS), sample size adequacy was assessed based on the complexity of the structural model and the number of observed indicators. Following Hair (2022), a minimum sample of 200 is generally recommended for models with this level of complexity under maximum likelihood (ML) estimation. The sampling technique used in this study is proportionate stratified random sampling, in which respondents were selected proportionally from each dealership branch in Bogor Regency, Depok Regency, Bogor City, and Depok City.

Table 0. Sample Size Calculation

Pmin	Significance Level		
	1%	5%	10%
0,05-0,10	1004	619	451
0,11 – 0,20	251	155	113
0,21 – 0,30	112	69	51
0,31 -0,40	63	39	29
0,41 – 0,50	41	25	19

Source: Hair (2022)

The research adopts a statistical power of 80% with a significance level set at 5%. An 80% power level implies that the study has an 80% probability of correctly detecting a real effect when it exists. According to this estimation, the minimum number of respondents required for the study is 155 individuals.

Types and Sources of Data

Ethics Statement: All participants provided informed consent prior to participation. Respondent anonymity was maintained throughout the study. Procedural remedies, such as the separation of predictor and criterion variables within the survey and confidentiality assurance, were used to partially mitigate common method bias.

- a) Primary data: Questionnaires distributed to the sales force.
- b) Secondary data: Data owned by PT. ABC Dealers, as well as sales reports and journals that support the related literature.

Data Analysis Technique

Data analysis in this research was conducted using structural equation modeling (SEM) with AMOS software, while the validity and reliability of the instruments were assessed using SPSS.

RESULTS AND DISCUSSION

Results

Validity and Reliability

Measurement model analysis is composed of two essential aspects: validity assessment and reliability assessment. Validity testing aims to verify that the indicators utilized in the research effectively reflect and measure the constructs they are designed to capture. One important aspect of validity testing is convergent validity, which is used to determine whether the indicators of a construct are strongly correlated with one another. High convergent validity indicates that the indicators consistently represent the same underlying concept and adequately explain the construct being measured. In addition, reliability testing aims to determine the level of consistency and stability of the measurement instrument, ensuring that the indicators used are capable of producing reliable and trustworthy results in measuring the variables examined in the study.

Validity

In CB-SEM (AMOS), convergent validity is assessed through standardized factor loadings. Indicators with standardized loadings above 0.70 are considered acceptable (Hair et al., 2022). Additionally, Composite Reliability (CR) and Average Variance Extracted (AVE) are used to evaluate construct reliability and convergent validity, respectively (Hair et al., 2022).

Table 0. Validity Test Results (Standardized Loadings and Cronbach's Alpha)

Variable	Indicator	Item-Total Correlation	Cronbach \$ Alpha	Notes
Career Development	CD.01	,881	0,9823825	Valid
	CD.02	,952		Valid
	CD.03	,930		Valid
	CD.04	,868		Valid
	CD.05	,928		Valid
	CD.06	,862		Valid
	CD.07	,925		Valid
	CD.08	,941		Valid
	CD.09	,894		Valid
	CD.10	,942		Valid
Training	TR.01	,793	0,9478117	Valid
	TR.02	,670		Valid
	TR.03	,777		Valid
	TR.04	,725		Valid
	TR.05	,831		Valid
	TR.06	,785		Valid
	TR.07	,772		Valid
	TR.08	815		Valid
	TR.09	814		Valid
	TR.10	816		Valid
Motivation	MT.1	755	0,9515581	Valid
	MT.2	865		Valid
	MT.3	,819		Valid
	MT.4	857		Valid
	MT.5	,702		Valid
	MT.6	823		Valid
	MT.7	,872		Valid
	MT.8	,814		Valid
	MT.9	852		Valid
Job Satisfaction	JS.01	,792	0,9128486	Valid
	JS.02	755		Valid

Variable	Indicator	Item-Total Correlation	Cronbach \$ Alpha	Notes
Compensation	[S.03	,768	0,9273425	Valid
	JS.04	774		Valid
	JS.05	820		Valid
	CP.01	679		Valid
	CP.02	830		Valid
	CP.03	,812		Valid
	CP.04	,601		Valid
	CP.05	,817		Valid
CP.06	,765	Valid		
CP.07	,776	Valid		
CP.08	,776	Valid		

Table 4 indicates that the indicator coded CP.04 has an outer loading value below 0.700. According to Hair (2022), indicators with outer loading values between 0.400 and 0.700 may still be acceptable as long as the AVE value of the construct is above 0.500. Therefore, based on these criteria, all indicators in this study are considered valid for further analysis, as their outer loading (standardized loading) values exceed 0.70, or where values fall between 0.40 and 0.70, the construct AVE remains above 0.50.

Reliability

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Notes
Career Development	.982	Reliable
Compensation	.927	Reliable
Job Satisfaction	.913	Reliable
Motivation	.952	Reliable
Training	.948	Reliable

All Cronbach's alpha values are above 0.700, so the variables are reliable and can be used in this study.

Normality Test

To examine the normality of the data, the Kolmogorov-Smirnov test was employed. According to the testing criteria, data are regarded as normally distributed when the significance value is greater than 0.05, while a value less than 0.05 indicates that the data do not follow a normal distribution. The significance value is derived from the normality analysis carried out using the SPSS software. The results of the normality test in this research are discussed in the following section:

Table 6. Result Normality Test

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.39840466
Most Extreme Differences	Absolute	.047
	Positive	.041
	Negative	-.047
Test Statistic		0.47
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a) Test distribution is Normal		

One-Sample Kolmogorov-Smirnov Test

- b) Calculated from data
- c) Lilliefors Significance Correction
- d) This is a lower bound of the true significance.

From the table above, the results show a significance value of 0.200, which is greater than the alpha level of 0.05. This result suggests that the data follow a normal distribution. In addition, the distribution of the data can be visually examined through the histogram displayed in the figure below:

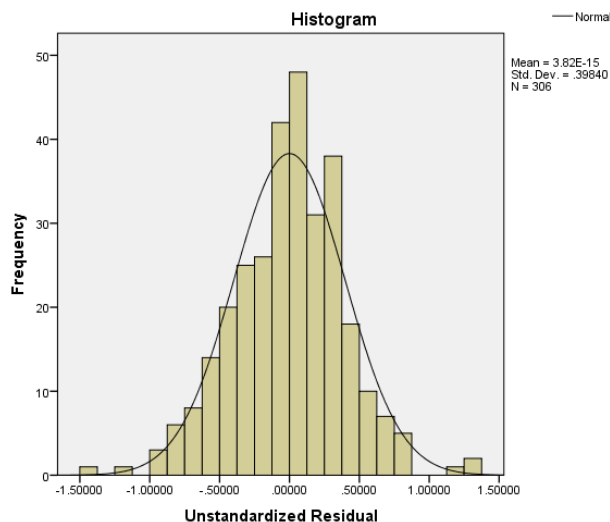


Figure 2. Histogram Normality Test

Figure 2 shows that the residuals from the regression test results are normally distributed, so testing can proceed.

Multicollinearity Test

Table 7. Multicollinearity Test

Variable	Tolerance	VIF
Career_Development	.444	2.250
Motivation	.299	3.345
Training	.653	1.531
Compensation	.314	3.180
Satisfaction	.334	2.992

Source: Data Processing Results (2025)

Looking at the table above, the VIF for all variables is < 10, and the tolerance values of the independent variables are > 0.10. Based on the established criteria, it can be concluded that there is no multicollinearity. Thus, regression analysis can proceed.

Heteroscedasticity Test

Table 8. Result Heteroscedasticity Test

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.541	.150		3.600	.000
	Career_Development	.007	.033	.017	.203	.839

Motivation	-.034	.054	-.065	-.618	.537
Training	-.005	.039	-.010	-.141	.888
Compensation	-.076	.051	-.151	-1.478	.140
Satisfaction	.052	.045	.114	1.156	.249

a. Dependent Variable : abs

Table 8 shows that all significance values are greater than 0.05, indicating that the independent variables do not affect the absolute residuals, meaning there is no heteroscedasticity in the research model. The heteroscedasticity test can also be examined using a scatterplot. If the scatterplot points cluster in one area, it indicates heteroscedasticity. However, if the points are spread above and below the Y-axis, it indicates homoscedasticity.

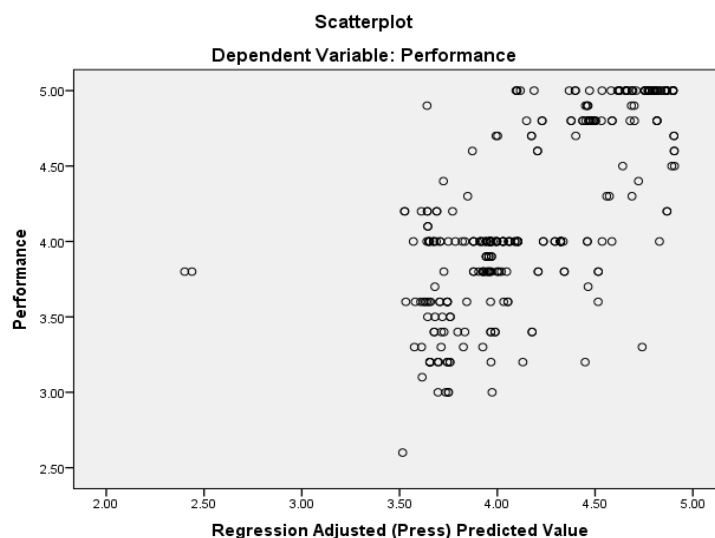


Figure 3. Result Heteroscedasticity Test

Figure 3 shows plots spread evenly, not gathered at a single point. Thus, there is no heteroscedasticity in the research model.

Structural Equation Modeling Test

SEM with AMOS is a statistical method used to analyze complex relationships between latent variables and observed variables. The following are the SEM tests conducted in AMOS:

R Square

Table 9. R-Square Results (Coefficient of Determination)

Variable	R-Square
Job Satisfaction	0.729
Work Performance	0.591

The coefficient of determination (R^2) results demonstrate that the independent variables in the model possess a reasonable level of explanatory power over the dependent variable. The R^2 value suggests that a large proportion of the variability in the dependent variable is accounted for by the variables analyzed in this study, whereas the rest is influenced by additional factors not included in the research framework. Also shown below the R^2 values are the standardized path coefficients from the AMOS structural model that describe the direction and strength of each hypothesized relationship.

Model Fit

Model fit in SEM with AMOS refers to the degree to which the tested model aligns with the observed data. Model fit is assessed using several fit indices, including the following absolute fit

measures:

Table 10. Model Fit

Measure Type	Indicator	Criteria	Result	Notes
Absolute fit measure	Chi Square	>0.05	0.000	Marginal fit
	GFI	>0.90	0.470	Marginal fit
	RMSEA	<0.08	0.138	Marginal fit
	RMR	<0.05	0.028	Good fit
	Cmin/df square/df)	(chi <2	6.800	Marginal fit
Incremental fit measure	TLI	>0.90	0.675	Marginal fit
	CFI	>0.90	0.692	Marginal fit
	IFI	>0.90	0.693	Marginal fit
	RFI	>0.90	0.640	Marginal fit
	NFI	>0.90	0.658	Marginal fit
Parsimonious Fit Measure	PNFI	The larger the better	0.624	
	PGFI	The larger the better	0.429	
	AIC	Positive and smaller is better	8794	
	CAIC	Positive and smaller is better	9361	

Table 10 indicates that the model fit evaluation using AMOS reveals several marginal fit results, as certain indicators have not satisfied the overall criteria for a good model fit. The chi-square test shows a significant result (p-value = 0.000), while the GFI value of 0.470 is still below the recommended cutoff of 0.90, suggesting that the model has not yet reached an acceptable level of fit. Generally, a GFI value below 0.900 reflects that the model has not fully matched the empirical data. However, testing can still proceed by considering other indicators such as RMSEA, RMR, and others. In this study, the RMSEA value (0.138) exceeds the 0.08 threshold, indicating that the model error remains relatively high and that modifications may be needed to improve model fit. However, the RMR indicator (0.028) shows a fairly good result, as it is below the suggested limit, indicating that the residual error is relatively small.

It is important to acknowledge that the model fit in this study does not meet the recommended thresholds for most indices (GFI = 0.470, RMSEA = 0.138, CFI = 0.692). This suggests that there is considerable divergence of the proposed model from the observed data. Possible remediation strategies include model respecification based on modification indices (beyond those considered here), removal of redundant indicators, or allowing residual terms to correlate where theoretically justified. We recognize these limitations, and future research directions should seek to improve model fit before drawing firm conclusions. Only the RMR index (0.028) was acceptable, indicating relatively small residual errors.

Hypothesis Test Results

Hypothesis testing was conducted by examining the p-value from the test results in AMOS. The p-value was then compared against the significance level. This study employs a significance level of 0.05 (α = 5%). The sample of 306 respondents out of a population of 320 constitutes a high-coverage sample but not a full census; therefore, standard inferential statistics and p-value thresholds remain applicable. Hypothesis testing was conducted using AMOS based on C.R. values and corresponding p-values.

Table 11. Hypothesis Test Results

	Hypothesis	Estimate	C.R.	P Values <0.05	Notes
H1	Career Development -> Job Satisfaction	0.326	6.931	0.000	Supported
H2	Motivation -> Job Satisfaction	0.214	2.913	0.004	Supported
H3	Training -> Job Satisfaction	0.055	1.084	0.279	Not Supported

H4	Compensation Satisfaction	->	Job	0.269	3.080	0.002	Supported
H5	Career Development Performance	->	Work	0.138		0.003	Supported
H6	Motivation Performance	->	Work	0.034		0.590	Not Supported
H7	Training	->	Work Performance	0.082		0.071	Not Supported
H8	Compensation Performance	->	Work	0.254		0.001	Supported
H9	Job Satisfaction Performance	->	Work	0.181		0.014	Supported

Source: Data Processing Results (2025)

Table 11 displays the results of the hypothesis testing carried out in this research. The findings indicate that several variables significantly influence job satisfaction. Career development shows a positive and significant effect on job satisfaction, with an estimate value of 0.326, a C.R. value of 6.931, and a p-value of 0.000, therefore supporting H1. Likewise, motivation significantly affects job satisfaction, with an estimate value of 0.214 and a p-value of 0.004, indicating that H2 is supported. Compensation also demonstrates a significant effect on job satisfaction, with an estimate value of 0.269 and a p-value of 0.002, thus supporting H4. However, job training does not significantly influence job satisfaction, as reflected by a p-value of 0.279, meaning H3 is not supported.

Discussion

Career Development on Job Satisfaction

Hypothesis 1 evaluates the relationship between career development and job satisfaction among sales staff at PT. ABC Dealers located in Bogor and Depok. The analysis reveals that career development positively and significantly influences job satisfaction. This finding implies that the availability of career advancement opportunities, transparent promotion systems, and continuous professional development programs can enhance the satisfaction of sales employees. In the context of motorcycle dealerships, career advancement mechanisms such as promotion pipelines and mentoring programs are particularly relevant to sales staff satisfaction. Therefore, greater organizational support for employee career growth can lead to higher job satisfaction, underscoring the critical role of career development in motivating and retaining the sales workforce.

The results of this study are in line with those conducted by Salleh (2020), and Wau (2021), which show that career development significantly influences employee job satisfaction. In a competitive field like the motorcycle industry, opportunities for training, mentoring, and promotion provide a sense of self-worth and higher motivation for PT. ABC salespersons. With continuously developing skills, employees can achieve targets more confidently, which in turn increases appreciation for their efforts.

Motivation on Job Satisfaction

Hypothesis 2 explores the relationship between motivation and job satisfaction among sales staff at PT. ABC Dealers located in Bogor and Depok. The results show that motivation significantly and positively affects job satisfaction, implying that more motivated employees are likely to feel more satisfied with their work. This finding emphasizes the contribution of internal and external motivational elements, including rewards, acknowledgment, and individual ambition, in increasing job satisfaction. Consequently, establishing a motivating workplace environment can help strengthen employee satisfaction and encourage sales personnel to perform more effectively.

The results of this study are in line with those conducted by Ain (2024), Raisal (2021), Pratminingsih (2021) which show that motivation has a significant and positive effect on employee performance. When salespersons have strong motivation, they are more enthusiastic

about achieving sales targets and facing work challenges. The sense of achievement resulting from this motivation creates deep satisfaction with their work. Additionally, high motivation helps salespersons maintain a positive attitude, which is important in building good relationships with customers. With company support that encourages motivation, such as incentives or recognition of achievements, salesperson job satisfaction can increase significantly.

Training on Job Satisfaction

Hypothesis 3 investigates the influence of training on the job satisfaction of employees working as salespersons at PT. ABC Dealers in the Bogor and Depok branches. The findings indicate that training does not have a significant effect on job satisfaction, suggesting that the training programs provided may not fully address the needs or expectations of sales employees. This implies that the provision of training alone is insufficient to improve job satisfaction; instead, the relevance, quality, and alignment of the training content with employees' responsibilities and career aspirations are essential in enhancing their level of satisfaction. In this study, training was measured using ten indicators (TR.01–TR.10) covering dimensions of content relevance, trainer competence, and practical applicability, suggesting that training may be perceived as routine rather than differentiating.

The findings of this research differ from those reported by Nimusima (2022), Khan (2020), and Osewe (2021), who found that job training has a positive and significant effect on employee performance. The lack of influence of training on job satisfaction among employees at PT. ABC Dealers in the Bogor and Depok branches may be explained by several factors. In the sales industry, most companies routinely provide training to their employees, making training a common and expected practice for sales staff.

Moreover, mobility among salespersons within the motorcycle industry is relatively high. For example, sales employees from PT. ABC may previously have worked at competitor dealerships, or salespersons from competing companies may be recruited by PT. ABC Dealers. Considering that many competing companies are also international organizations that offer training programs of comparable quality, the training provided may not create a distinctive impact on employee job satisfaction. Thus, training may not be sufficient to improve the job satisfaction of sales personnel in this context.

Compensation on Job Satisfaction

Hypothesis 4 tests the effect of compensation on salespeople's job satisfaction at the Bogor and Depok branches of PT. ABC Dealers. Higher compensation is associated with greater job satisfaction among motorcycle salespersons. Base salaries, performance-based bonuses, and sales commissions are examples of rewards that reinforce and encourage the hard work of employees. Beyond meeting financial targets, these rewards also reinforce organizational appreciation and recognition. Thus, a sound compensation structure reflects company values regarding employee care and contributes to overall satisfaction. However, these findings align with those of Adanlawo (2023), who found that perceived fair and competitive compensation has a positive effect on job satisfaction and performance, and Katabalo & Mwita (2024), who stated that compensation plays a significant role in organizational performance.

Career Development on Work Performance

Hypothesis 5 tests the effect of career development on the performance of salespersons at PT. ABC Dealers in Bogor and Depok. The results show that career development is a variable that significantly and positively influences employee performance, both partially and simultaneously. This means that when salespersons have a clearer understanding of career pathways, promotion opportunities, and professional development programs, they are more motivated to work harder in their roles. This suggests that encouraging career progression leads to increased productivity and higher sales for the company. These findings are in line with the studies of Atef (2022), and Karunia (2023), who also found that career development significantly and positively affects employee performance.

Motivation on Work Performance

Hypothesis 6 tests the effect of motivation on work performance among sales employees at PT. ABC Dealers in Bogor and Depok. The results show that motivation has no significant effect on work performance, as the p-value exceeds the alpha threshold. As a result, the hypothesis cannot be supported. Hypothesis 6 is not supported.

This finding is inconsistent with previous studies by Tarmizi (2021), Chrisnanto (2020), Majid (2021) the contributions of motivation alone may not fully explain variance in salesperson performance, as organizational and contextual factors such as leadership style, branch culture, or territory difficulty may also account for this variance.

Training on Work Performance

The seventh hypothesis tests the effect of training on work performance among employees working as salespersons at PT. ABC Dealers in the Bogor and Depok branches. The results show that training has an insignificant effect on work performance, as the p-value exceeds the alpha threshold. Therefore, Hypothesis 7 is not supported.

Training is compulsory for all sales department staff, with every PT. ABC salesperson having undergone training either at PT. ABC or at a previous employer. Consequently, all employees share a similar training background. This similarity suggests that variances in performance among employees are likely not attributable to training alone but rather to individual factors such as motivation, career development opportunities, compensation structures, or job satisfaction. Therefore, while training to develop knowledge and skills remains important, it may not be the primary driver of differences in sales performance in this context.

Compensation on Work Performance

Hypothesis 8 evaluates the impact of compensation on the job performance of sales employees at PT. ABC Dealers located in Bogor and Depok. The findings show that compensation significantly and positively affects work performance, as the p-value is below the predetermined alpha threshold. Consequently, Hypothesis 8 is accepted. The positive path coefficient further indicates that improvements in compensation tend to lead to better employee performance.

The findings of this study are consistent with previous research conducted by Katabalo (2024), Alkandi (2023), Dwiridotjahjono (2023), which indicate that compensation has a significant positive effect on employee work performance. Appropriate compensation, such as a decent base salary, bonuses based on achievements, or sales commissions, can motivate salespersons to achieve set sales targets. Therefore, it is important for companies to provide compensation commensurate with the achievements employees are able to attain.

Job Satisfaction on Work Performance

Hypothesis 9 evaluates the relationship between job satisfaction and the performance of sales staff at PT. ABC Dealers located in Bogor and Depok. The results show that job satisfaction significantly and positively influences work performance. This means that employees who are satisfied with their jobs tend to perform better in their roles. Satisfaction with workplace conditions, recognition, monetary benefits, and career and personal growth can strengthen employee morale, consistency, and performance.

This underscores the importance of fostering job satisfaction to increase the overall efficiency and productivity of sales personnel. These findings are consistent with previous studies by Alexander (2023), Majid (2021), and Delic (2021), which also found that employee job satisfaction has a significant positive effect on employee performance. Employee job satisfaction is a key factor affecting the performance of motorcycle sales staff. Sales personnel who are satisfied with their jobs are often more driven and show greater enthusiasm to achieve their sales targets. It also makes them more loyal to the organization, which, in turn, enables them to provide better service quality to customers. Furthermore, satisfied employees tend to maintain an optimistic attitude, which helps them manage workplace challenges more effectively. As a result, this leads to more effective customer interactions, improved work productivity, and greater fulfillment of work-related goals.

CONCLUSION

The results of the study on the employees of PT. ABC Dealers in the Bogor and Depok Branches show that career development and compensation have a significant and positive impact on both job satisfaction and employee performance. Motivation is found to have a high positive correlation with job satisfaction, while work performance has not been significantly affected by motivation, and thus a low to moderate negative correlation is observed. In contrast, training appears unrelated to job satisfaction or performance outcomes. Work satisfaction also has a direct positive and significant effect on employee performance, indicating that it is a mediating variable that can strengthen the effect on performance.

Conceptually, such results support previous studies that emphasize career advancement, pay, and job satisfaction as the most critical predictors of work performance among employees in the automotive industry. At a managerial level, organizations need to build transparent and fair promotion mechanisms, enhance compensation transparency and relevance (including performance-linked bonuses), and reinforce motivation levers through recognition and career development initiatives. However, this study has some limitations, such as being only carried out in one company (PT. ABC) and two regions (Bogor and Depok), using a cross-sectional survey design that is vulnerable to self-report bias and common method variance, and the model fit indices on AMOS showed several indices below the appropriate threshold. Future research may involve multiple organizations, more longitudinal designs, additional variables (e.g., leadership, organizational climate), and specifications that lead toward a better fitting model.

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AUTHOR CONTRIBUTION STATEMENT

Sudrajat Jonathans assisted in conceptualizing the research, developing the research framework, and the data analysis, and served as corresponding author in writing the manuscript. Data collection, questionnaire distribution, and preliminary data processing were carried out by Ardi Kho. Richard Andre Sunarjo also help in the method design, SEM (AMOS) statistic set analysis, and result interpretation. In terms of contributions to literature review development, discussion formulation, and manuscript editing for academic quality and coherence. All authors read and approved the final manuscript and agree to be accountable for all aspects of work.

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