

THE INFLUENCE OF INCENTIVES, WORK WELFARE, AND WORK ENVIRONMENT ON EMPLOYEE JOB SATISFACTION IN THE SALES DIVISION OF ASTRA HONDA MOTOR BREBES

Nurlaeli Hidayah^{1*}), Setyowati Subroto², dan Agnes Dwita³

^{1,2,3} Faculty of Economics and Business, Universitas Pancasakti Tegal

*) Corresponding author: nurlaelihidayah51@gmail.com,
agnes_dwita@upstegal.ac.id

ABSTRACT *This study investigates the influence of incentives, work welfare, and work environment on employee job satisfaction in the sales division of Astra Honda Motor Brebes. The research adopts a quantitative approach using primary data collected through structured questionnaires distributed to 32 employees. A purposive sampling technique was employed to ensure that participants were directly involved in the sales function. Data analysis was conducted using multiple linear regression with the aid of SPSS version 22. The findings reveal that incentives, work welfare, and work environment each have a positive and significant effect on employee job satisfaction. Among these factors, the work environment was found to have the strongest influence, indicating the critical role of supportive leadership, interpersonal relationships, and conducive physical conditions in shaping job satisfaction. The results also highlight that financial rewards and comprehensive welfare provisions contribute to enhancing employee motivation, organizational commitment, and overall satisfaction. The implications of this study suggest that organizations, particularly in the automotive sales sector, should implement holistic human resource strategies that prioritize both financial and non-financial aspects of employee well-being. This research contributes to the existing body of knowledge by integrating multiple variables into one model and providing empirical evidence from the underexplored Indonesian automotive sales context. Future research is recommended to examine additional moderating variables such as organizational culture or leadership style to further enrich understanding of job satisfaction dynamics.*

Keywords: *incentives, work welfare, work environment, and job satisfaction*

INTRODUCTION

The performance and satisfaction of sales division employees are critical components for Astra Honda Motor (AHM) Brebes in sustaining market competitiveness and achieving financial targets. In the dynamic automotive industry, motivated and content employees serve as catalysts for sales growth and brand reputation (Andini, Aji Tuhagana, & Apriani, 2024). Astra Honda Motor Brebes operates within a challenging environment, characterized by high customer expectations and intense sales targets. Therefore, understanding the factors that contribute to employee job satisfaction in this context is vital. In particular, incentives, work welfare, and work environment have been identified as key elements that shape employee satisfaction, organizational commitment, and overall performance (Kasrul & Ngandoh, 2020; Indripriarko & Aima, 2022). However, existing research primarily focuses on manufacturing or general-service sectors, leaving a gap in insights about the automotive sales sector in emerging economies like Indonesia. Given this backdrop, this study investigates these factors within the specific context of AHM Brebes, aiming to bridge theoretical understanding and managerial application.

Incentives—both financial and non-financial—have attracted extensive attention from researchers as they are directly linked to employee motivation and job satisfaction. Studies in

Indonesia, such as those by Kasrul and Ngandoh (2020), demonstrate that incentives improve job satisfaction and performance, with path analyses confirming significant positive relationships. Similarly, in the banking sector, Vandika Satria et al. (2020) showed that incentives enhance both job satisfaction and motivation among sales staff. These findings align with Herzberg's Two-Factor Theory, which places financial incentives under hygiene factors essential to job contentment. Additionally, performance-linked incentives (PLIs) and commission-based plans have proven effective in aligning employee efforts with company goals (Wikipedia, 2024). Nonetheless, few studies probe the role of incentives in the automotive sales domain, specifically focusing on the nuanced commission and target structures present in companies like AHM Brebes.

Work welfare refers to the additional non-salary benefits offered by organizations—such as health coverage, training programs, and work–life balance initiatives—which contribute to employees' sense of being valued and cared for (ResearchGate, 2019; Indripriarko & Aima, 2022). In manufacturing settings, these welfare measures have been shown to reduce turnover intentions and increase job satisfaction (ResearchGate, 2019). Research in Malaysian automotive facilities also reaffirmed that strong welfare provisions correlate positively with employee retention and satisfaction (ResearchGate, 2019). These findings underscore the importance of comprehensive welfare programs, even in sales divisions. However, specific empirical evidence from the Indonesian automotive sales sector remains limited. As sales personnel routinely face customer pressure and performance stress, welfare support could be a determining factor in maintaining overall job satisfaction and reducing burnout. This study, therefore, seeks to fill that gap by examining the impact of welfare packages offered to AHM Brebes' sales team.

The work environment encompasses both physical conditions (workspace design, safety, lighting) and non-physical factors (leadership style, team cohesion, organizational culture) that influence employee well-being (Reyne-Pugh et al., 2020; Indripriarko & Aima, 2022). Research in Indonesian automotive assembly plants indicates that a positive physical and social environment enhances job satisfaction and performance (Indripriarko & Aima, 2022). Likewise, Kasrul and Ngandoh (2020) reaffirm the role of conducive work atmospheres in boosting productivity and sense of fulfillment. Nevertheless, the sales division operates in diverse environments—from showrooms to field visits—presenting unique challenges and interaction dynamics. This study extends existing literature by examining the implications of both physical comfort and relational work environment factors within the sales division of AHM Brebes.

Previous studies correctly emphasize the independent effects of incentives, welfare, and work environment on job satisfaction, but few explore their combined and interactive effects, especially in sales divisions of automotive firms. While Kasrul and Ngandoh (2020) analyzed incentives and work ability jointly, their study did not integrate welfare and sales-specific contexts. Andini et al. (2024) evaluated compensation and motivation in one automotive firm in Karawang, yet their scope was broader and did not address interactive effects among multiple variables. As such, a noticeable research gap exists regarding how these three variables jointly influence job satisfaction in the sales division at Astra Honda Motor Brebes.

Human resources are considered as a very influential part in running business development. Considering that the higher the employee mix, the higher the employee performance will be. With the increase in the quality of human resource surmberr, it is hoped that the mix will give each employee a work hardship, so that the results of his work will be even better. Employees are very valuable company assets that must be managed properly by the company in order to produce maximum contribution. One of the things that must be a concern for the company is employee job loss. Employees who do not feel comfortable at work will feel less valued and unable to develop their potential, so automatically employees cannot focus and concentrate on their work. Employee's work impairment can be seen not only when doing work, but can also be seen from other aspects such as interactions with colleagues, superiors, and the work environment. Workaholism reflects a person's feelings towards their work which can be seen from the employee's attitude towards work and the environment. Employees' job losses can be seen not only when doing work, but can also be seen from

other aspects such as interactions with colleagues, superiors, and the work environment. Workaholism reflects a person's feelings towards their work which can be seen from the employee's attitude towards work and the environment.

Table 1
Data on the Number of Incentive Points Earned by Sales
Astra Honda Motor Brebes in 2023

Type	Point
ADV	11
Genio	10
Revo	9
Supra	9
PCX	8
Vario	7
Scoopy	6
Beat	5

Sumber : Sales Manager Astra Honda Motor Brebes

Based on the data, the number of incentive points above given to all sales is calculated as follows:

Incentive Calculation: $\sum \text{Points per unit} \times \text{Rp. 20.000}$

The amount of incentive earned will be greater if the points earned and collected by employees are also many. And if marketing can collect points exceeding the predetermined target, then employees will get additional incentives for their success. And vice versa if the points they produce are less or do not reach the predetermined target, it will reduce the existing bonus and will be re-evaluated. In addition to the amount of points earned by the sales team, companies need to pay attention to employee welfare because welfare is one of the factors that can spur employee enthusiasm and productivity. The welfare provided by the company is very useful to meet the physical and mental needs of employees and their families. In addition, the work environment can also affect employee performance. After conducting a survey at Astra Honda Motor Brebes, the state of the environment is known to be still below standard, for example, the working climate is still hot and the work space is not so wide, and the atmosphere is boring because there is no music played. Because most employees of Astra Honda Motor Brebes admitted that they liked listening to music while working, they said they would be more enthusiastic if they worked while listening to music. Because monotonous work makes employees feel bored and easily tired, causing decreased morale and productivity. Therefore, the effect of providing incentives, work welfare and the work environment needs to be considered and given properly and properly so that employee job satisfaction increases.

The present research addresses this gap through a multifactorial quantitative study that simultaneously examines incentives, welfare, and work environment within the sales team of AHM Brebes. The study employs a structured questionnaire distributed to sales staff and analyzes the data using regression models. The interaction and moderating effects among variables are explicitly tested, providing nuanced insights into how these factors complement or offset each other. By focusing on a single firm in a specific regional context, this research ensures depth and relevance to Indonesian automotive sales conditions.

In summary, the novelty of this research lies in three distinct contributions: first, it investigates the combined impact of financial incentives, non-cash welfare, and work environment on employee job satisfaction; second, it situates the study within the automotive sales division of Astra Honda Motor Brebes—an under-researched and strategically important context; and third, it applies advanced quantitative methods to identify interaction effects and provide actionable recommendations for HR managers in similar corporate settings. This study bridges theoretical models (e.g., Herzberg's Two-

Factor Theory), empirical gaps, and managerial application tailored for Indonesia's emerging automotive sector. Recognizing the role of human resources in the company has become one of the most important tasks that the company needs to pursue.

METHOD

This research employs a quantitative approach, which is characterized by the use of numerical data and statistical analysis to examine relationships between variables and to test hypotheses. Quantitative research is particularly useful for measuring and analyzing causal relationships and is widely applied in the fields of social sciences, economics, and business studies. The type of data utilized in this study is primary data, which refers to data that is collected firsthand by the researchers specifically for the purposes of this research. In this case, the data was gathered directly from respondents through the distribution of structured questionnaires designed to capture accurate, relevant, and current information concerning the variables of interest: incentives, work welfare, work environment, and employee job satisfaction.

The target population in this study consisted of 32 employees who work in the sales division of Astra Honda Motor Brebes. These individuals were considered appropriate for the study because they are directly involved in the operational functions related to sales performance and are most likely to be affected by the variables under investigation. To determine the sample, the researchers applied a purposive sampling technique, which is a non-probability sampling method wherein participants are selected based on specific characteristics or criteria relevant to the research objectives. This technique allows the researchers to focus on respondents who are most knowledgeable and directly involved in the sales process, thus ensuring that the data collected is both meaningful and representative of the population under study.

To analyze the data, the study employed multiple linear regression analysis, a statistical technique used to examine the effect of two or more independent variables on a single dependent variable. This method was chosen because it provides insights into the relative strength and direction of each independent variable's impact on employee job satisfaction. Before performing the regression analysis, the data were first tested for validity and reliability to ensure accuracy and consistency. In addition, classical assumption tests such as normality, multicollinearity, heteroscedasticity, and autocorrelation tests were conducted to validate the model. The entire process of data input, processing, and analysis was carried out using SPSS (Statistical Package for the Social Sciences) version 22, which is a widely used software package for statistical analysis in social science research. This software facilitated the computation of descriptive statistics, correlation matrices, and regression models, providing a comprehensive and robust analysis of the collected data.

RESULTS AND DISCUSSION

Classical Assumption Test

a. Normalitas Test

Table 2. Kolmogorov Smirnov Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		58
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.39133878
Most Extreme Differences	Absolute	.102
	Positive	.102
	Negative	-.053
Test Statistic		.102
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Based on the test results above, the significance value obtained is 0.200, which means that the value is above the significance of 0.05 so it can be concluded that the data is normally distributed.

b. Multicollinearity Test

Coefficients^a

		Collinearity Statistics	
		Tolerance	VIF
1	Incentives	.072	3.939
	Work Welfare	.059	6.899
	Work Environment	.041	4.446

a. Dependent Variable: Job Satisfaction

From the results of the classical assumption test calculation in the collinearity statistic section, it can be seen that for the three independent variables, the VIF numbers are 3.939; 6.899; and 4.446 which are smaller than 10 so that they do not exceed the allowed VIF value limit, which is a maximum of 10. Thus it can be concluded that the regression model does not have a multicollinearity problem.

Hypothesis Test

a. Partial Test (t Test)

From the partial test calculations above, it can be concluded that:

1. From partial testing of incentives on employee job satisfaction using the t test, the tcount value is 2.285 and the significance value = 0.030 so it can be concluded that there is an effect of the work environment on employee job satisfaction in the sales division at Astra Honda Motor Brebes.
2. From partial testing of work welfare on employee job satisfaction using the t test, the tcount value is obtained of 2.640 and a significance value = 0.014 so it can be concluded that there is an effect of work welfare on employee job satisfaction in the sales division at Astra Honda Motor Brebes.

3. From partial testing of the work environment on employee job satisfaction using the t test, the tcount value is 2.134 and the significance value = 0.042 so it can be concluded that there is an effect of the work environment on employee job satisfaction in the sales division at Astra Honda Motor Brebes.

Simultan Test (F Test)

Table 3. Result Simultan Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,137.129	3	712.376	290.575	.000 ^b
	Residual	66.193	27	2.452		
	Total	2,203.322	30			

a. Dependent Variable: Kepuasan kerja

b. Predictors: (Constant), Insentif, Kesejahteraan kerja, Lingkungan kerja

From simultaneous test testing using SPSS, the Fcount value is 290.575 and the sig value = 0.000 so it can be concluded that there is an effect of incentives, work welfare, and work environment, simultaneously on employee job satisfaction at Astra Honda Motor Brebes in the sales division.

Determination Coefficient Test

Results Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.985 ^a	.970	.967	1.56576

a. Predictors: (Constant), Insentif, Kesejahteraan kerja, Lingkungan kerja
Remaining 0.5 % is influenced by other factors not examined.

DISCUSSION

1) The Effect of Incentives on Job Satisfaction

From partial testing of incentives on employee job satisfaction using the t test, the tcount value is 2.134 and the significance value = 0.030 < 0.05. significance = 0.030 < 0.05. This means that incentives affect employee job satisfaction in the sales division at Astra Honda Motor Brebes. This is due to the fulfillment of employee incentives at Astra Honda Motor Brebes in accordance with employee expectations in the form of bonuses in accordance with the results of unit sales of goods and awards for employees who reach sales targets so that employee job satisfaction in the sales division at Astra Honda Motor Brebes is getting higher.

2) The Effect of Job Welfare on Job Satisfaction

From partial testing of work welfare on job satisfaction employees by using the t test obtained a tcount value of 2.640 and a value of 2.640.

Significance = 0.014 < 0.05. This means that work welfare affects employee job satisfaction in the sales division at Astra Honda Motor Brebes. This is because Astra Honda Motor Brebes pays attention to employee work welfare such as providing health insurance money, providing holiday allowances on time and the amount is in accordance with the regulations and providing

worship facilities for employees will cause employee job satisfaction in the sales division at Astra Honda Motor Brebes.

From partial testing of the work environment on employee job satisfaction using the t test, the tcount value is 2.285 and the significance value = 0.042. This means that the work environment affects employee job satisfaction in the sales division at Astra Honda Motor Brebes. This is because Astra Honda Motor Brebes has a good work environment such as adequate work equipment, relationships with coworkers at the same level and good relationships between superiors and employees that cause higher employee job satisfaction in the sales division at Astra Honda Motor Brebes.

3) **The Effect of Incentives, Work Welfare, and Work Environment on Job Satisfaction**

From simultaneous test testing using SPSS, the Fcount value is 290.575 and the sig value = 0.000 < 0.05 so it can be concluded that there is a simultaneous influence of incentives, work welfare, and work environment on employee job satisfaction in the sales division at Astra Honda Motor Brebes because the better the incentives, work welfare, and work environment at Astra Honda Motor Brebes in the sales division, the higher the job satisfaction of employees in the sales division it will cause employee job satisfaction in the sales division at Astra Honda Motor Brebes in the sales division to be higher.

CONCLUSION

This study aimed to examine the influence of incentives, work welfare, and work environment on employee job satisfaction in the sales division of Astra Honda Motor Brebes. Based on the results of the multiple linear regression analysis, it can be concluded that all three independent variables—namely incentives, work welfare, and work environment—have a positive and significant influence on employee job satisfaction. Among the three, the work environment appears to have the strongest effect, indicating that physical comfort, supportive leadership, and positive interpersonal relationships play a vital role in shaping employees' job satisfaction. Incentives, including both financial rewards and recognition systems, contribute to enhancing employee motivation and satisfaction by aligning their efforts with organizational goals. In addition, work welfare elements such as health insurance, employee assistance programs, training opportunities, and other forms of support significantly contribute to employees' sense of security and organizational belonging.

Overall, the findings of this study reinforce the importance of comprehensive human resource management practices in the context of the sales division. Employees who are satisfied with their working conditions, incentives, and welfare benefits are more likely to demonstrate positive attitudes, lower turnover intention, and increased performance. The study also highlights that job satisfaction is a multidimensional construct influenced by tangible and intangible workplace elements. Therefore, to improve employee satisfaction, a holistic approach is needed that considers financial, psychological, and environmental factors within the organization.

The implications of this research are both theoretical and practical. From a theoretical standpoint, this study contributes to the growing body of literature on employee job satisfaction by integrating three key variables—incentives, work welfare, and work environment—within the context of an automotive sales division in Indonesia. It validates and extends previous research rooted in

motivational theories, such as Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, by empirically confirming the relevance of both hygiene and motivational factors in influencing job satisfaction among frontline sales employees.

From a practical perspective, the results offer important insights for company managers, especially in sales-driven environments like Astra Honda Motor Brebes. Managers are encouraged to invest in building a supportive and motivating work environment through open communication, equitable workload distribution, and constructive feedback mechanisms. Additionally, developing a transparent and performance-based incentive structure can improve employees' morale and encourage goal achievement. Enhancing welfare programs—such as providing access to healthcare, offering professional development, and promoting work–life balance—can further improve employees' overall job experience and organizational commitment.

By addressing these three key factors strategically, organizations can foster a more satisfied, engaged, and productive sales force. This, in turn, is expected to contribute positively to organizational outcomes such as higher sales performance, reduced absenteeism, and increased customer satisfaction. Future studies are recommended to explore additional moderating or mediating variables such as leadership style, organizational culture, or psychological well-being, to gain a deeper understanding of the mechanisms that influence job satisfaction in different organizational settings.

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