

THE INFLUENCE OF SALESPERSON COMPETENCE AND SALES PROGRAMS ON TOYOTA'S SALES PERFORMANCE MODERATED BY THE LEADERSHIP AT PT. ASTRA INTERNATIONAL, Tbk. – TSO

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ARTICLE INFO	ABSTRACT
Keywords: Sales Force Competence, Sales Program, Sales Performance, Leadership	<i>This study aims to analyze the influence of sales force competence and sales programs on Toyota sales performance, with leadership as a moderating variable at PT. Astra International Tbk. - Toyota Sales Operation (TSO). The research method used is Partial Least Square (PLS) to analyze data collected through questionnaires from sales force, sales force leaders, and sales program sections at PT. Astra International Tbk. - TSO. The results of the study indicate that Sales Force Competence has a positive and insignificant influence on Sales Performance. Sales programs have a positive and significant influence on sales performance. In addition, the interaction between sales force and leadership does not have a significant influence on sales performance and its influence tends to be negative with a very low moderation effect. And the interaction between sales programs and leadership has a positive and significant influence on sales performance, although the moderation effect remains low. This study is expected to provide practical implications for companies in improving sales performance through the development of sales force competence, optimization of sales programs, and the application of the right leadership style.</i>

INTRODUCTION

The number of Indonesia's population according to the Inter-Census Population Survey, Central Bureau of Statistics conducted in 2022 (Statistik, 2023) is 275. 773.8 million people. With a total workforce of 143,722,644 or more than 52%, Indonesia is a very strategic market destination for many companies to develop their businesses and industries. One of the industries that attracts many investors is the automotive industry. According to the Ministry of Industry (2023), the automotive industry has received more attention from the government because it is included in the ranks of quite important sectors. The contribution of the automotive industry in the country is quite large and has a great impact on *Gross Domestic Product* (GDP). The automotive industry contributes 20% of the non-oil and gas sector, while the non-oil and gas sector accounts for 18 percent of our total GDP or around 700 trillion from the automotive sector.

In addition, the automotive industry can make a positive contribution to employment. The automotive sector has opened jobs for 5 million workers overall or reached 35% of Indonesia's economic pie. Jobs are open from its various industrial activities and various supporting activities, ranging from the sale of vehicles, spare parts, to four-wheeled and two-wheeled motor vehicle workshops spread from urban to rural. This industry also drives many other industries through the demand for various raw materials, components, and other supporting materials. The automotive industry also generates foreign exchange for a large country through its export activities. According to the Ministry of Trade, in 2020, the value of Indonesia's automotive exports decreased as a result of the pandemic by 31.8% to USD 2.69 billion. Despite a decline in 2020, automotive export performance increased in 2021 by 24.89% and continued to increase in 2022 by 65.04% to USD 5.54 billion.

The Indonesian Automotive Industry Association (GAIKINDO) noted that the realization of national car sales throughout 2023 reached 1 million units in *wholesales*. Although it decreased by 4% compared to the previous year, from 1,048,040 units in 2022 to 1,005,802 units in 2023. This condition proves that the Indonesian four-wheeled motor vehicle market has recovered from the Covid-19 pandemic. A similar performance occurred for retail sales (dealers to consumers), corrected by 1.5% from 1,013,582 units during January – December 2022 to 998,059 units throughout 2023. From this information, it shows that with investment in the automotive sector that continues to grow, significant contribution to the national economy and large market potential from the population in Indonesia, this automotive industry sector has become a potential and very promising leading sector in the current and future times. The following is statistical data on the Market *Share* of the 5 *highest brands* in Indonesia from 2013 to 2023.

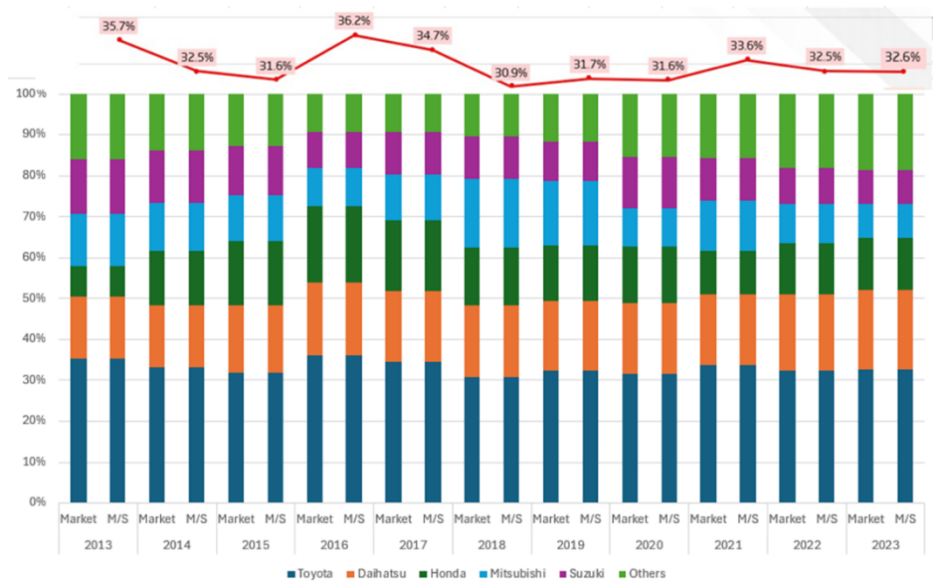


Figure 1. The 5 Highest Automotive Brands in Indonesia Market Share

Source: Indonesian Automotive Industry Association (GAIKINDO) 2024

Based on the data above, it shows that the automotive market in Indonesia in the last 10 years has not experienced growth, on average 1,122,773/year. In terms of market share, Toyota fluctuates every year and tends to stagnate. Until the end of 2023, Toyota's market share has increased slightly from 32.5% in 2022 to 32.6%. This is certainly influenced by several factors that cause the decline in market share. Based on Gaikindo (2024) data regarding composition by brand, Toyota is still in the highest position in terms of market share, followed by Daihatsu, Honda, Mitsubishi, Suzuki, and other vehicle brands. Toyota's market share composition still dominates compared to other brands.

Currently, PT. Astra International, Tbk – Toyota Sales Operation is the largest Toyota retailer in Indonesia, which controls around 42% of Toyota's total sales. In its business activities, Auto2000 is related to PT. Toyota Astra Motor as the Sole Agent of Toyota Brand Holder (ATPM). AUTO2000 contributed an average of more than 40% to Toyota's sales in Indonesia from 2016 to 2022. Even during the Covid-19 pandemic in 2020 and 2021, it was still able to maintain a contribution of 40.6% in 2020 and 40.4% in 2021.

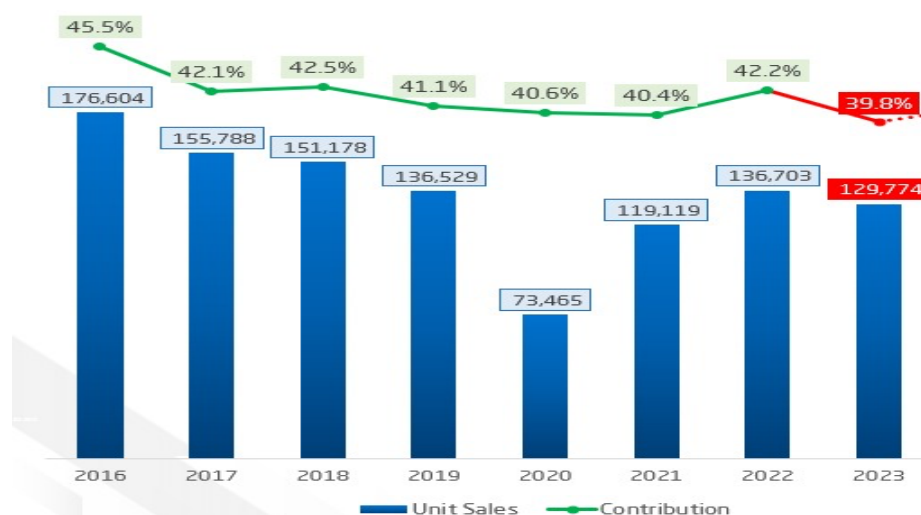


Figure 2. Auto2000 Sales Unit and Contribution to Toyota Sales in Indonesia in 2016 - 2023

Source: PT. Toyota Astra Motor (2024)

In Figure 2. It can be seen that the sales rate of Auto2000 cars has decreased significantly from 2022 to 2023. The decrease was from 136,703 units in 2022 to 129,774 in 2023 and a decrease in contribution from 42.2% in 2022 to 39.8% in 2023 related to changes in the government's program regarding PPnBM discounts that are still in effect in 2022 and undergo changes in 2023. The 2022 PPnBM discount is the government's official discount program for the Sales Tax on Luxury Goods (PPnBM) for the 2022 period. Based on the Decree of the Minister of Industry (Kepmenperin) Number 852 of 2022 concerning Motor Vehicles with Sales Tax on Luxury Goods on the Delivery of Taxable Goods Classified as Luxury Borne by the Government for the 2022 Fiscal Year.

There are 5 LCGC models and 11 car models with a price range of IDR 200 million – IDR 250 million that get the 2022 PPnBM discount. The 5 LCGC models are given PPnBM discounts in stages, namely a 100% discount for January – March, a 66 2/3% discount for April – June, and a 33 1/3% discount for July – September. In the non-LCGC model, the incentives will be given in the first quarter with a PPnBM rate of 7.5%. From the second quarter to the fourth quarter, it will be paid in full by customers at 15%.

The sales trend of new cars in the Low-Cost Green Car (LCGC) segment in the country was observed to experience positive results for 2022 yesterday. Looking at wholesales data, aka factory distribution to dealers released by the Indonesian Automotive Industry Association (GAIKINDO), the LCGC market in that period recorded 186,649 units with a market share of 18 percent. This achievement has increased by 21.4 percent when compared to LCGC's wholesale sales during 2021 which only posted 146,520 units with a market share of 17 percent.

Meanwhile, the tax subsidy program in 2023, the government through the Fiscal Policy Agency (BKF) stated that it will not provide tax incentives related to the national economic recovery (PEN) in 2023. This is because the Indonesian economy, which has grown positively reaching 5.01 percent in the first quarter of 2022, and the recovery in all sectors, so it is felt that there is no need to provide tax incentives anymore. The incentives in question are a reduction in installments or Income Tax (PPh 25), Luxury Goods Value Added Tax (PPnBM) for motor vehicles, and Government-Borne Value Added Tax (VAT DTP) for the property sector. With the decline in Auto2000's sales performance in 2023 below 40% to Toyota's sales contribution in Indonesia, when compared to the previous 7 years which was always above 40%, it is an interesting phenomenon to be studied and researched. What are the factors that cause and how can the researchers recommend efforts so that their sales performance can improve.

A new phenomenon that needs to be used as one of the concerns for the automotive business in Indonesia is the start of many electric car products from China and Korea to Indonesia. From the news of the online media goodstat (January 23, 2024), it is stated that electric car sales in Indonesia are getting more massive, reaching 17 thousand units in 2023. According to *wholesale sales* data, aka delivery from factories to *dealers* released by the Indonesian Automotive Industry Association (Gaikindo), battery-based electric vehicles (BEVs) recorded sales of 17,062 units, a jump of around 65.2% (yoy) compared to 2022. This achievement is also a new high record. Although cumulatively, BEV car sales in Indonesia are still not able to compete with conventional car sales. In fact,

the sales figures are also far from *hybrid* cars, which recorded sales of 54,656 units and exports reached 27,710 units in 2023.

Philip Kotler in a book entitled *Marketing Management* (Howard, 1963) mentions that sales is a managerial social process in which individuals and groups get what brands need and want, create, offer, and exchange valuable products with other parties. William G. Nickels in the book *Understanding Business* (1998) states that sales is a process in which the seller satisfies all the needs and desires of the buyer in order to achieve benefits for both the seller and the buyer that are sustainable and beneficial to both parties. According to Moekijat, sales is an activity that aims to find buyers, influence and provide instructions so that buyers can adjust their needs to the production offered and enter into agreements regarding favorable prices for both parties. (2000).

From the three definitions above, a common thread can be drawn that sales are an interaction process involving salespeople and buyers where sellers strive to understand and meet the needs and desires of buyers through the creation, offering, and exchange of valuable products or services, so that a profitable and sustainable agreement is reached for both parties. The success of salespeople is closely related to sales performance, where according to (Arafat, 2013) it is stated that sales performance is the result of the implementation of various sales strategies carried out by the company. Sales performance can be measured through indicators such as sales volume, customer growth, and sales growth, while according to Sutopo (2004) salesperson performance is an evaluation of the contribution of salespeople in achieving organizational goals in the form of sales results obtained in relation to the sales staff's efforts.

Salespeople are the spearhead in the sales process and greatly determine the sales performance of a company. Salespeople who can build good relationships with customers tend to increase customer loyalty and influence repeat sales, which contributes to long-term sales performance. The journal Rendy Arafat (2013) with the title "The Influence of *Sales Skill* Dimensions on Sales Performance" states that the increasing *Interpersonal Skills*, *Technical Skills* and *Marketing Skills* possessed by salespeople will improve their sales performance.

Research related to sales programs is that a well-implemented digital marketing strategy positively affects brand image, customer loyalty, and ultimately, sales performance. Building and maintaining a positive brand image contributes significantly to driving customer loyalty, which ultimately drives increased sales results. (Liubana et al., 2023). Meanwhile, leadership has a significant effect on improving employee performance in a study conducted by (Aisah & Wardani, 2020).

In relation to the sales performance, the researcher is interested in studying more deeply the influence of salespeople and sales programs moderated by leadership on sales performance at PT. Astra International, Tbk – TSO (Auto2000). In the field of previous research and within the scope of PT. Astra International, Tbk - TSO itself, there has never been a study that specifically examines and examines the influence of salespeople and sales programs moderated by leadership on sales performance (Ningsih et al., 2016).

Auto2000 is the largest Toyota dealer in Indonesia with a network of sales, maintenance, repair and supply of Toyota spare parts which was established in 1975 under the name Astra Motor Sales, and only in 1989 changed its name to Auto2000 with management that has been fully handled by PT. Astra International Tbk. Auto2000 has 126 branches consisting of 97 VSP (Vehicle Sales Part) branches, 16 VSP + BP (Body and Paint) branches, and 13 S (Sales) branches. In addition, there are also 6 stand-alone Body & Paint (BP) facilities. The latest data shows that there are 135 workshop services and more than 400 Auto2000 Home Service services or better known as Toyota Home Service.

PT Astra International, Tbk - TSO is one of the main distributors of Toyota vehicles in Indonesia. Effective leadership at the management level is essential to ensure that the sales team is motivated and able to achieve the set targets. This leadership level consists of direct supervisors, namely Account Executive Supervisors, Branch Coordinators or Branch Managers. This study aims to examine how the leadership style applied at PT Astra International, Tbk - TSO affects the sales performance of Toyota vehicles.

Based on the definitions of experts, the data presented and the contradictions of previous research, the researcher wants to directly find out how much the influence of salesperson competence and sales programs with leadership moderation on sales performance so that the researcher can understand how through the influence between these variables makes Auto2000 as the ruler of Toyota's market share in Indonesia can continue to survive and grow in the midst of increasingly challenging competition.

METHOD

In this study, the researcher adopts a quantitative approach. (Creswell, 2012) explained that the quantitative approach involves measuring quantitative data and analyzing objective statistics through scientific calculations derived from a sample of individuals or populations who are asked to answer a number of survey questions to determine the frequency and percentage of their responses. According to (Creswell & Creswell, 2017), in a quantitative approach, research is pre-determined, with statistical data analysis and statistical data interpretation. Researchers who use a quantitative approach will test the theory by detailing specific hypotheses, then collect data to support or refute the hypothesis.

In previous research that is relevant to the research that will be carried out related to the research object, among others is (Arma et al., 2017) on "The influence of selling competence, relationship quality, and sales experience to improve salesperson performance" with the research object being salesman. And Rendy Arafat (2013) on "The Influence of Sales Skill Dimensions on Sales Performance.". Meanwhile, related to the sales program whose research object is employees, namely the research of Azmiani Batubara (2016) with the title "The Effect of Pricing and Promotion on Ticket Sales Levels at PSA Mihin Lanka Airlines".

By detailing the research area, the research object serves as a scientific goal to collect data and answer the question of what, who, when, and where the research was conducted. Therefore, the object of research in this study is the sales performance of Toyota at PT. Astra International, Tbk – National TSO (Greater Jakarta, West Java, East Java, Sumater, Kalimantan and Bali). While the research subjects are salespeople, program teams, digital teams and sales leaders at PT. Astra International, Tbk – TSO.

RESULTS AND DISCUSSION

The research focuses on the competence of salespeople, sales programs, leadership and Toyota sales performance at PT Astra International, Tbk – Toyota Sales Operation. The subject of the study is an active employee of PT Astra International, Tbk – Toyota Sales Operation which was selected through a sampling method and spread across the national area (Jakarta, West Java, East Java, Sumatra, Kalimantan, Bali). The questionnaire collection was carried out during the fifth week of August (August 25 – 30, 2024). The sample was taken from each member of the employee population of PT. Astra International Tbk, - TSO (salesperson, salesperson leader, and sales program department) with *an adjustment sampling technique*, sampling is carried out randomly, without paying attention to the strata in the polulation (non-probability *sampling*). Of the target of 260 respondents, 277 questionnaires were filled out and processed.

The identities of the 277 respondents were grouped into gender, age, education level and length of service. Details can be seen in table 1 as follows:

Table 1. Sociodemographics of Research Participants (N = 277)

Characteristic	Sum	Percentage
Gender		
Man	222	80.14%
Woman	55	19.85%
Age		
<= 20 years	1	0.36%
21 – 25 years old	21	7.58%
26 – 30 years old	60	21.66%
31 – 40 years old	115	41.52%
> 40 years	80	28.88%
Education Level		
SMA	58	20.94%
Diploma	33	11.91%
S1/D4	178	64.26%
S2	8	2.89%
Length of Work		
< 1 Year	36	20.94%
1-2 Years	35	11.91%
3-5 Years	36	64.26%
6-10 Years	42	2.89%
> 10 Years	128	20.94%

Source; Primary data processed, 2024

Based on the table above, the gender of the respondents consisted of 222 males (80%) and 55 females (20%). For the age of respondents, 1 person (0.3%) was less than or equal to 20 years old, 21 – 25 years old was 21 respondents (7.6%), 26 – 30 years old was 60 respondents (21.7%), 31 – 40 years old was 115 respondents (41.5%), and more than 40 years old was 80 respondents (28.9%). Regarding the level of education, 58 respondents (20.9%) have a high school education, 33 respondents (11.9%) have a diploma education, 178 respondents (64.3%) have an S1/D4 education, and 8 respondents (2.9%) have a S2 education. Regarding the length of service, 36 respondents (13.00%) had a working period of less than 1 year, 35 respondents (12.6%) had a working period of 1-2 years, 36 respondents (13.0%) had a working period of 3-5 years, 42 respondents (15.2%) had a working period of 6-10 years, and 128 respondents (46.2%) had a working period of more than 10 years.

Variable Descriptive Analysis

Descriptive analysis aims to obtain a general overview of respondents' answers to the questions in the research instrument. The measurement scale uses a score from 1 (lowest) to 5 (highest). Thus, the score interval for the criterion distribution is 1.00 – 1.80 Strongly Disagree, 1.81 – 2.60 Disagree, 2.61 – 3.40 Disagree, 3.41 – 4.20 Agree, 4.21 – 5.00 Strongly Agree.

Salesperson Competencies

The competence of salespeople in this study consists of 18 questions, which are explained in the following table and description:

Table 2. Salesperson Competence

Code	Indicator	Mean	Information
TP1	My ability to generate leads is critical to sales success	4.86	Strongly Agree
TP2	My ability to explain the benefits of a company's product or service is important to convince prospects or customers	4.81	Strongly Agree
TP3	My ability to communicate plays an important role in interacting with prospects or customers	4.89	Strongly Agree

Code	Indicator	Mean	Information
TP4	My ability to negotiate plays an important role in achieving sales targets.	4.87	Strongly Agree
TP5	My ability to read non-verbal signals from prospects plays an important role in sales success	4.69	Strongly Agree
TP6	My ability to close sales (<i>closing</i>) is the key to success in	4.80	Strongly Agree
TP7	The duration (time) of the selling experience will determine success in selling	4.14	Strongly Agree
TP8	The number of clients ever managed will determine the success of selling	4.44	Strongly Agree
TP9	Experience with the various products sold will determine success in selling	4.33	Strongly Agree
TP10	A track record of sales performance will determine success in selling	4.19	Strongly Agree
TP11	Experience in diverse sales situations will further affect the success of selling	4.56	Strongly Agree
TP12	I actively source new leads through various channels (e.g., social media, networking, referrals) and manage old leads (database)	4.73	Strongly Agree
TP13	When greeting customers, I always try to make a positive and friendly first impression.	4.82	Strongly Agree
TP14	I feel able to assess a prospect's suitability for our product or service based on their needs and preferences.	4.63	Strongly Agree
TP15	I was able to identify mutually beneficial solutions during the negotiation process.	4.60	Strongly Agree
TP16	I effectively listen to the other party to understand their needs and interests in the negotiation process.	4.69	Strongly Agree
TP17	I know when it's a good time to steer customers toward a final purchase decision.	4.60	Strongly Agree
TP18	I ensure that the products shipped are in accordance with the customer's order and follow up with the customer after the product is received	4.76	Strongly Agree
Average Mean		4.63	Strongly Agree

Source: Primary data processed, 2024

Based on table 2, the salesperson competency variable has an average of 4.63 which is included in the high category. The question with the highest score was "My ability to communicate plays an important role in interacting with prospects or customers" with a score of 4.89, indicating that the highest indicator for PT Astra International, Tbk - TSO salespeople is the ability to interact with prospects or customers. The question with the lowest value is "The duration (time) of the selling experience will determine success in selling" with a value of 4.14, indicating that the duration of the selling experience does not really determine success in selling.

Sales Program

The sales program in this study consists of 18 questions, which are described in the following table and description:

Table 3. Sales Program

Code	Information	Mean	Percentage
PP1	I believe that the variety of products in the sales program at Auto2000 is enough to meet the various preferences of customers.	4.69	Strongly Agree
PP2	I believe that the products offered in the sales program at auto2000 meet the needs of customers	4.62	Strongly Agree

Code	Information	Mean	Percentage
PP3	I believe that the Toyota brand is a name, logo, and product identity that is very important in supporting sales programs.	4.76	Strongly Agree
PP4	I believe that after-sales service in the form of warranty, service, and technical support is a consideration for customers to buy Toyota vehicle products at Auto2000	4.76	Strongly Agree
PP5	I believe that innovation or product updates in a sales program increase appeal to customers	4.78	Strongly Agree
PP6	I believe that the price of Toyota products is proportional to the quality offered.	4.54	Strongly Agree
PP7	I believe that for the same region, the price between dealers is set the same by ATPM (Sole Agent of Brand Holder)	4.50	Strongly Agree
PP8	I believe that rebates and bonuses are often still an issue that determines a customer's preference for the chosen dealer	4.64	Strongly Agree
PP9	I believe that with the same price, even though the discount is different from other dealers, I still feel confident because it has better value personally or as a company.	4.45	Strongly Agree
PP10	I believe that with a variety of payment method options (cash, credit, installments) it is easier for me to sell Toyota products	4.74	Strongly Agree
PP11	I believe that a wide network of dealers is very important for prospects or customers	4.83	Strongly Agree
PP12	I believe that to carry out services and sales transactions, service and <i>trade-in</i> (<i>trade-in</i>) customers can visit directly to the physical or digital showroom (digiroom)	4.68	Strongly Agree
PP13	I believe that auto2000 has quite complete facilities, clean, neat and adequate for customers.	4.67	Strongly Agree
PP14	I believe that the promotions offered to prospects are attractive and influence their purchasing decisions.	4.65	Strongly Agree
PP15	I believe that the promotions offered by the company encourage prospects to buy more products	4.60	Strongly Agree
PP16	I believe that prospects prefer to buy products when there is a promo offer compared to no promo	4.53	Strongly Agree
PP17	I believe that the promotions given affect the prospect's view of the value of the product	4.60	Strongly Agree
PP18	I believe that prospects are more likely to try new products when there is an attractive promotion.	4.49	Strongly Agree
	Average Mean	4.64	Strongly Agree

Source: Primary data processed, 2024

Based on table 3, the sales program variable has an average of 4.64 which is included in the high category. The highest-rated question was "I believe that a wide network of dealers is very important to prospect or customers" with a score of 4.83, indicating that the highest sales program indicator is found in the broad network of dealers. The question with the lowest score is "I believe that with the same price, even though the discount is different from other dealers, I still feel confident because I have better value personally or as a company" with a value of 4.45. Indicates that the lowest sales program indicator is in the part of salespeople's confidence when confronting with more discounts than other dealers. This shows that employees of PT Astra International Tbk, TSO, especially in the sales department, even though they personally or the company have more value, often do not feel confident when the discount from the competitor dealer is greater.

Sales Performance

Sales Performance in this study consists of 6 questions, which are explained in the following table and description:

Table 4. Sales Performance

Code	Information	Mean	Percentage
KP1	Sales growth reflects the company's success in increasing sales activities and gaining a larger market share.	4.66	Strongly Agree
KP2	Market share is an important indicator to measure the extent to which a company holds control over the market and competes with competitors.	4.65	Strongly Agree
KP3	Success in selling new products can demonstrate a company's ability to innovate and respond to changing market needs.	4.67	Strongly Agree
KP4	The level of customer satisfaction and loyalty to a company's product or brand is an important indicator of long-term business continuity	4.74	Strongly Agree
KP5	Evaluation of the extent to which marketing and promotional campaigns have succeeded in increasing awareness and sales determines the level of effectiveness of the sales program	4.65	Strongly Agree
KP6	The net profit generated from sales, will reflect operational efficiency and pricing strategies.	4.51	Strongly Agree
	Average Mean	4.65	Strongly Agree

Source: Primary data processed, 2024

Based on table 4, the sales performance variable has an average of 4.65 which is included in the high category. The question with the highest score, namely "The level of customer satisfaction and loyalty to the company's product or brand is an important indicator of long-term business sustainability" with a value of 4.74, indicates that the highest sales performance indicator in the section The level of customer satisfaction and loyalty to the company's product or brand. This shows that if PT Astra International Tbk, TSO wants its business to survive and grow in the long term, customer satisfaction and loyalty factors must continue to be improved.

The question with the lowest value, namely "Net profit generated from sales, will reflect operational efficiency and pricing strategy." with a value of 5.51. Indicates that the indicator of net profit generated by the company from sales according to employees does not necessarily reflect operational efficiency and pricing strategies, it may be determined by other factors. This shows that employees of PT Astra International Tbk, TSO feel that there are other factors that determine the net profit from sales.

Leadership

Leadership in this study consists of 10 questions, which are explained in the following table and description:

Table 5. Leadership

Code	Information	Mean	Percentage
L1	A leader is able to develop a clear and achievable vision for the team or organization	4.81	Strongly Agree
L2	A leader is able to effectively communicate the vision to the team so that they understand and support it	4.82	Strongly Agree
L3	A leader is able to be a good role model for team members through his actions and behaviors	4.83	Strongly Agree
L4	A leader is able to consistently provide clear and inspiring direction to the team to achieve a common goal	4.81	Strongly Agree
L5	A leader is able to identify leadership potential in team members and help them to develop it	4.79	Strongly Agree
L6	A leader is able to inspire the team to do a great job	4.80	Strongly Agree

Code	Information	Mean	Percentage
L7	A leader is able to set goals and provide resources for the team to excel	4.81	Strongly Agree
L8	A leader is able to influence others to act, overcome difficulties and resistance	4.71	Strongly Agree
L9	A leader is able to build a committed and collaborative team with strong bonds	4.77	Strongly Agree
L10	A leader is able to take an analytical approach to strategy and decision-making	4.77	Strongly Agree
Average Mean		4.79	Strongly Agree

Source: Primary data processed, 2024

Based on table 5, the leadership variable has an average of 4.79 which is included in the high category. The question with the highest score was "A leader is able to be a good role model for team members through his actions and behavior" with a score of 4.83, indicating that the aspect of good example from inaction and leader behavior (walk the talk) is the highest level of leadership indicators. Indicating that employees of PT Astra International Tbk, TSO pay great attention to the example of their leaders. The question with the lowest score was "A leader is able to influence others to act, overcome difficulties and resistance" with a score of 4.71, indicating that aspects of the leader's ability to influence others to act, overcome difficulties and resistance or rejection are not paid much attention or considered important by employees. This shows that although the competence of leaders to influence others at PT Astra International Tbk, TSO has a relatively high value, but the employees are still more concerned or focused on the example of the leaders.

Analisis Partial Least Square

This analysis uses the partial least square method, a multivariate statistical technique that estimates the influence between variables simultaneously for the purpose of prediction, exploration, or development of structural models. According to (F. Hair Jr et al., 2014), model evaluation in PLS includes evaluation of measurement models, evaluation of structural models, and evaluation of the goodness and suitability of the model.

Measurement Model Evaluation

In this study, the measurement model uses a reflective approach where the variables of salesperson, sales program, leadership and sales performance are measured reflectively. Hair (2019) explained that the evaluation of the reflective measurement model includes validity tests (loading factor ≥ 0.70 and average variance extracted AVE ≥ 0.50) as well as reliability tests (composite reliability and Cronbach's alpha ≥ 0.70) and discriminatory validity tests (cross loading, fornell lacker and HTMT).

Validity and Feasibility Test

The competence of the salesperson was measured using twelve valid questions, with the level of relationship (outer loading) between 0.717 to 0.842. This shows that all these questions are indeed suitable for measuring the competence of salespeople. The reliability level of this variable is also very good, with Cronbach's alpha value of 0.944 and composite reliability of 0.951, both of which are higher than the threshold of 0.70. This means that the measurement results can be trusted. In addition, a convergent validity (AVE) of 0.620 indicates that 62% of these question variations reflect what is being measured. Of the twelve questions, the question about the first greeting (TP13) and the negotiation process (TP16) had the strongest relationship with the concept of salespeople, with an outer loading value of 0.842 and 0.830, respectively. This shows that these two aspects are very important in the experience of salespeople at PT Astra International Tbk, TSO.

The sales program was measured using twelve valid questions, with an outer loading rate between 0.742 to 0.849, indicating that all of these questions were appropriate for measuring the sales program. The reliability level of this measurement is also very good, with Cronbach's alpha value of 0.944 and composite reliability of 0.946. In addition, a convergent validity (AVE) of 0.672 indicates that 67.2% of the variation in this question reflects the sales program being measured. Of all the items, the question regarding promotion (PP14) had the strongest relationship, showing that the promotion aspect has been measured very well at PT Astra International Tbk, TSO. However, other factors such as the price of products, services, and transactions also need to be considered for further improvement

Leadership was measured using eight valid questions, with the level of relationship (outer loading) between 0.839 to 0.914. This shows that all these questions are appropriate to measure leadership. This measurement is very reliable, with a Cronbach's alpha value of 0.958 and a composite reliability of 0.965. In addition, a convergent validity (AVE) of 0.773 showed that 77.3% of the variation of this question reflected the leadership measured. The question of communicating vision (L2) and good example (L3) has the strongest relationship, showing that these two aspects are very important in leadership at PT Astra International, Tbk - TSO.

Sales performance was measured with four valid questions, with an outer loading level between 0.796 to 0.916, indicating that all these questions are appropriate for measuring sales performance. This measurement is quite reliable, with a Cronbach's alpha value of 0.873 and a composite reliability of 0.913. A convergent validity (AVE) of 0.725 indicates that 72.5% of the variation in this question reflects the measured sales performance. The question of evaluation (K5) and sales growth (K1) has the strongest relationship, indicating that these two aspects are very important in the sales performance at PT Astra International, Tbk - TSO. However, aspects such as customer satisfaction and loyalty as well as net profit still need to be improved.

Discrimination Validity Test

Table 6. Fornell-Lacker Criteria

	Performance	Leadership	Sales Program	Salesperson
Performance	0.852			
Leadership	0.829	0.879		
Sales Program	0.793	0.831	0.787	
Salesperson Competence	0.744	0.784	0.812	0.787

The diagonal value is the root of the AVE, and the other value is the correlation

It is important to evaluate the validity of discrimination using the Fornell-Lacker criterion. The validity of this discrimination ensures that the variables are theoretically different and can be proven empirically through statistical tests. The Fornell-Lacker criterion suggests that the AVE root of each variable must be greater than the correlation between those variables. The sales performance variable has an AVE root of 0.852, which is greater than its correlation with salesperson competence (0.744), sales program (0.793), and leadership (0.829). These results show that the validity of the discrimination of the sales performance variable is met. The same is true for other variables such as salespeople, sales programs, and leadership where the root value of AVE is also greater than the correlation between variables.

Tabel 7. Heterotrait-Monotrait Ratio (HTMT)

	Performance	Leadership	Sales Program	Salesperson Competence
Performance				
Leadership	0.898			
Sales Program	0.864	0.874		
Salesperson Competence	0.808	0.825	0.859	

(Sarstedt et al., 2021) recommend the use of HTMT because this measure of discrimination validity is considered more sensitive and accurate in identifying the validity of discrimination between variables. The recommended value is less than 0.90. The test results show that the HTMT value of less than 0.90 for each variable pair indicates that the validity of the discrimination is met. This indicates that the variable divides the variation of the measurement item that measures it better than the variant on the item from the other variable. The sales performance indicators (K), leadership (L), sales program (PP), and salesperson competence (TP) each showed a

strong correlation with the measured variable and a low correlation with other variables. The validity of discrimination through cross-loading of all indicators has been met.

Structural Model Evaluation

Evaluation of structural models is related to hypothesis testing about the relationship between variables in research. The evaluation of the structural model is carried out in several stages. The first stage is to ensure that there is no multicollinearity problem between variables by measuring the Inner VIF (Variance Inflated Factor). If the Inner VIF value is less than 5, this indicates that there is no multicollinearity between variable. The second stage involves testing hypotheses between variables by examining the path coefficient and p-value values. Path coefficient below 0 indicates that the hypothesis tested has a negative relationship and is the opposite. The P-value is less than 0.05, which indicates that there is a significant influence between the variables.

The third stage involves measuring f square, which indicates the direct influence of variables on the structural level. The value of f square is interpreted as low (0.02), moderate (0.15), or high (0.35) influence. In addition, for the moderation effect, the upsilon v statistic was used which was calculated by measuring the interaction between the coefficient of the independent variable and the coefficient of the moderator variable. The interpretation of the upsilon v value was the mediation effect of low (0.02), moderate (0.075), or high (0.175). (F. Hair Jr et al., 2014; Gregory et al., 2017).

Table 8. Multicollinearity Test (Inner VIF < 5)

	VIF
<i>Leadership → Sales Performance</i>	4.186
<i>Sales Programs → Sales Performance</i>	4.368
<i>Salesperson Competence → Sales Performance</i>	3.867

Table 9. Testing of Research Results on Hypotheses

Hypothesis	Hypothesis	Result	Conclusion
H1. Salesperson Competence → Sales Performance	Significant positives	Positive Insignificant	Rejected
H2. Sales Programs → Sales Performance	Significant positives	Significant positives	Accepted
H3. Salesperson x Leadership → Sales Performance	Significant positives	Neagtif, Insignificant	Rejected
H4. Sales Program x Leadership → Sales Performance	Significant positives	Significant positives	Accepted

The test results showed that the inner VIF value was < 5, the multicolligiate level between variables was low / there was no multicollinearity problem between variables. This result strengthens the results of parameter estimation in SEM PLS is robust (unbiased).

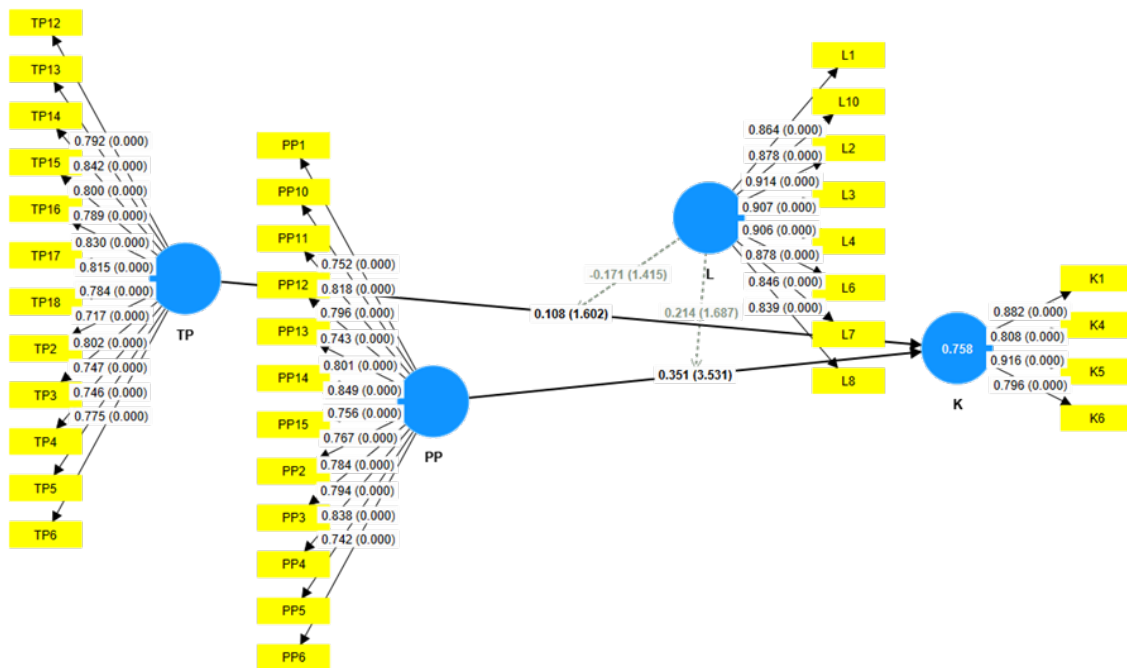


Figure 3. Bootstrapping Test Results

Salespeople on sales performance (H1)

Table 10. Hypothesis Testing (Direct Influence)

Hypothesis	Path Coefficient	P-values	95% Interval Kepercayaan Path Coefficient		F-square
			Lower Limit	Upper Limit	
H1. Salesperson Competence → Sales Performance	0.108	0.055	0.023	0.243	0.01
H2. Sales Programs → Sales Performance	0.351	0.000	0.211	0.535	0.12

Based on table 10, it shows that Path Coefficient (0.108) shows that there is a positive, but small, influence of Salespeople on Sales Performance. The p-value (0.055) indicates that this influence is not statistically significant at a significance level of 0.05, which means we can confidently state that there is no such effect. The Confidence Interval (0.023 to 0.243) does not cover zero, confirming that this influence is indeed significant. Meanwhile, F-square (0.01) shows that the effect of Salesperson Competency on Sales Performance is very low, contributing only slightly to the total variance in Sales Performance. From the results of the data analysis, it shows that the hypothesis is rejected, because there is a positive and insignificant influence of Salespeople on Sales Performance.

This is in line with the results of research by (Arma et al., 2017) which stated that selling competence has no effect on salesperson performance but is contrary to the results of research from (Kohli et al., 1998) who found that market orientation significantly affects sales performance. More market-oriented companies, with the support of effective salesperson competencies, tend to achieve better sales performance because they can better tailor their products and services according to market needs. Although the influence of salespeople's competencies on sales performance is not significant, their role is crucial in the context of a company's market orientation. This confirms that companies need to integrate the insights, skills and competencies gained from salespeople into a larger strategy to achieve optimal sales performance.

Sales program to sales performance (H2)

The second hypothesis (H2) is accepted, indicating that the sales program has a positive influence on sales performance. The path coefficient of 0.351 shows a strong positive influence. A P-value of 0.000 shows a significant influence. The confidence interval (0.211 to 0.535) that does not include zero confirms a real influence,

and the F-square value of 0.12 indicates that the effect of the sales program on sales performance is moderate. Overall, the sales program has a positive and significant influence on sales performance.

This is in line with a study by (Wieseke et al., 2008) showing that a well-designed and effectively implemented sales program can significantly improve sales performance. The program helps to increase salespeople's motivation and strengthen relationships with customers, which ultimately has a positive impact on sales. Research by (Baltazar et al., 2018) also found that an effective sales training program can improve seller skills and have a positive impact on sales results. Meanwhile, different results include research conducted by (Ghosh & John, 2009) in Marketing Science showing that not all sales programs have a positive impact; Some programs can produce unintended effects if they are not tailored to the specific needs of the salesperson or market. These differences in results are often caused by a variety of factors, including differences in program design, market characteristics, and how sales programs are implemented.

Salespeople on sales performance moderated by leadership (H3)

Table 11. Hypothesis Testing (Influence of Moderation)

Hypothesis	Path Coefficient	P-values	95% Interval Kepercayaan Path Coefficient		Upsilon V
			Lower Limit	Upper Limit	
H3. <i>Salesperson Competencies x Leadership → Sales Performance</i>	-0.171	0.079	-0.401	0.009	0.003
H4. <i>Sales Program x Leadership → Sales Performance</i>	0.214	0.046	0.012	0.447	0.005

Table 11 shows that Path Coefficient: -0.171, P-values: 0.079, 95% Confidence Interval: -0.401 (Lower Bound) to 0.009 (Upper Bound) and upsilon V: 0.003. A path coefficient value of -0.171 indicates that the interaction between Salesperson Competency and Leadership has a negative influence on Sales Performance. A P-value of 0.079 indicates that this effect is not statistically significant at a significance level of 0.05, but is quite close to significance. The confidence interval (-0.401 to 0.009) includes zero, which indicates that this influence may not be significant. The Upsilon V value of 0.003 shows that the moderation effect of Leadership on the relationship between Salesperson Competency and Sales Performance is very low. The conclusion of H3 is that the interaction between salesperson competence and leadership has no significant influence on sales performance, and the influence tends to be negative with a very low moderation effect.

These results are different from the results of a study by (Jaramillo et al., 2007) in the Journal of Personal Selling & Sales Management which found that supportive and development-oriented leadership can significantly improve sales performance. This study shows that the positive interaction between salesperson competence and leadership contributes to better sales outcomes. Meanwhile, the same results, namely research by (O. Pappas et al., 2014) in the Journal of Business Research, show that the interaction between salesperson competence and leadership does not always have a significant effect on sales performance. This study identified that other factors, such as motivation and training, had a greater influence on sales outcomes and research by (Sweeney, 2023) in the Journal of Retailing found that in some contexts, leadership styles that do not match the characteristics of salespeople can cause a negative impact on sales performance. These differences in results can be influenced by a variety of factors, including the type of leadership analyzed, the characteristics of the salesperson, the industry context, and the research method.

Sales program against sales performance moderated by leadership

The fourth hypothesis (H4) was accepted, showing that there was a positive and significant influence between the sales program on the sales performance moderated by leadership. Table 4.13 shows that Path Coefficient: 0.214, P-values: 0.046, 95% Confidence Interval: 0.012 (Lower Bound) to 0.447 (Upper Bound) and Upsilon V: 0.005. The results of the analysis include: A path coefficient value of 0.214 shows that the interaction between Sales Program and Leadership has a positive influence on Sales Performance. A P-value of 0.046 indicates that this effect is statistically significant at a significance level of 0.05. The confidence interval (0.012 to 0.447) does not include zero, which indicates that this influence is significant. The Upsilon V value of 0.005 indicates that the moderation

effect of Leadership on the relationship between Sales Program and Sales Performance is low, but greater compared to H3. This means that the interaction between the Sales Program and Leadership has a positive and significant influence on Sales Performance, although the moderation effect remains low.

It turns out that it is not easy to find research results on the influence of sales programs on sales performance moderated by leadership. Among the references I found were (Baldauf et al., 2001) found that the effectiveness of a sales program is highly dependent on a supportive leadership environment. A study by (Avolio et al., 1999) found that transformational leadership styles can improve motivation and sales performance by creating a more productive work environment. And research that shows a strong moderation effect of leadership on sales performance, as found by (Yukl, 2008). In this context, strong leadership can magnify the positive impact of a sales program.

Model Goodness and Fit Evaluation

PLS is a variance-based SEM analysis with the aim of testing model theory that focuses on prediction studies. Therefore, several measures were developed to declare that the proposed model is acceptable such as R square, Q square, SRMR, PLS predict as well as a robustness check of the model with a linearity test of the relationship between variables (Hair Jr et al., 2019).

Table 12. R Square and Q Square

	R-square	R-square adjusted	Q-square predict
<i>Sales Performance</i>	0.758	0.753	0.724

R square describes the amount of variation in endogenous variables that other exogenous/endogenous variables in the model are capable of. According to (Chin, 2010), the qualitative interpretation value of R square is 0.19 (low influence), 0.33 (moderate influence) and 0.66 (high influence). Based on the results of the above processing, it can be said that the influence of the competence of sales personnel and sales programs on sales performance is 75.3% (high influence).

Q square describes a measure of prediction accuracy, namely how well each change in exogenous/endogenous variables can predict endogenous variables. This measure is a form of validation in PLS to declare the suitability of model predictions (predictive relevance). A Q square value above 0 indicates that the model has predictive relevance, but in (Hair Jr et al., 2019) the qualitative interpretation value of Q square is 0 (low influence), 0.25 (moderate influence) and 0.50 (high influence). Based on the Q square value on sales performance, it shows a high influence.

Table 13. SRMR

	<i>Saturated model</i>	<i>Estimated model</i>
SRMR	0.074	0.086
d_ULS	3.661	4.900
d_G	2.339	2.940
Chi-square	3371.085	6048.626
NFI	0.703	0.467

SRMR is standardized root mean square residual. SRMR is a measure of model fit, which is the difference between the data correlation matrix and the model estimated correlation matrix. The test results showed that the value of SRMR was 0.074. According to Sarstedt (2021), an SRMR value below 0.08 indicates a fit model. Empirical data can explain the influence between variables in the model.

Tabel 14 PLS Predict

	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
K1	0.449	0.239	0.447	0.268

K4	0.411	0.218	0.394	0.230
K5	0.449	0.252	0.423	0.276
K6	0.621	0.43	0.639	0.421

Hair (2019) stated that PLS is an SEM analysis with the purpose of prediction. Therefore, it is necessary to develop a measure of the model validation form to show how good the prediction power of the proposed model is. PLS predict works as a form of validation of the strength of the PLS prediction test. To show that the PLS results have a good predictive measure, it is necessary to compare it with the basic model, namely the linear regression (LM) model. The PLS model is said to have predictive power when the size of the RMSE (Root mean squared error) or MAE (Mean absolute error model) of PLS is lower than that of the linear regression model. If all measurement items of the PLS model have RMSE (Root mean square error) and MAE (Mean absolute error) values lower than the linear regression model, then the PLS model has high predictive power. If most of them have medium prediction power.

The data shows a comparison between two statistical modeling methods, namely PLS-SEM (Partial Least Squares Structural Equation Modeling) and LM (Linear Model), in terms of RMSE (Root Mean Square Error) and MAE (Mean Absolute Error) in four different scenarios (K1, K4, K5, K6). RMSE (Root Mean Square Error) and MAE (Mean Absolute Error) are two metrics used to evaluate the accuracy of a model's predictions. The smaller the RMSE and MAE values, the better the model's performance in predicting the true value. PLS-SEM_RMSE and PLS-SEM_MAE show RMSE and MAE values for the PLS-SEM model, while LM_RMSE and LM_MAE show the same values for the Linear (LM) model.

From the K1 data, it shows that PLS-SEM has an RMSE of 0.449 and an MAE of 0.239. LM has a slightly lower RMSE (0.447) but a higher MAE (0.268). That is, LM is better in terms of RMSE, but PLS-SEM is better in terms of MAE. For K4, PLS-SEM RMSE: 0.411, MAE: 0.218, LM RMSE: 0.394, MAE: 0.230, meaning LM is superior in both metrics (RMSE and MAE). As for K5, PLS-SEM RMSE: 0.449, MAE: 0.252, LM RMSE: 0.423, MAE: 0.276, PLS-SEM has a lower MAE, but LM has a lower RMSE. For K6, PLS-SEM RMSE: 0.621, MAE: 0.430, LM RMSE: 0.639, MAE: 0.42, in K6, PLS-SEM is better in terms of RMSE, whereas LM is better in terms of MAE. Overall, the performance between the two models is quite proportional to the advantages of each in different scenarios.

CONCLUSION

This study examines the influence of salesperson competence and sales programs on sales performance moderated by leadership at PT Astra International Tbk, TSO. Based on the results of the study, it was found that the competence of salespeople had a positive but not significant influence on sales performance, while the sales program showed a positive and significant influence on sales performance. In addition, leadership negatively and insignificantly moderates the relationship between salesperson competence and sales performance, but positively and significantly moderates the relationship between sales programs and sales performance.

In the suggestions and inputs given, this study noted the limitations in the use of the 4P marketing mix theory, especially in the sales program variables related to the sample of sales program employees. Further research is proposed to develop process variables to be more comprehensive, with the proposed topic "The Influence of People, Process, and Programs on Performance." For development at PT Astra International Tbk or similar companies, it is recommended to continue to improve and develop the sales program, considering its significant impact on performance. In addition, it is important to provide training and skill development for salespeople so that their competencies can further contribute to improving performance.

Leadership roles also need to be strengthened, especially in supporting sales programs through active involvement in planning, monitoring, and evaluation. A more participatory and collaborative leadership style needs to be implemented to support salesperson competence, given the negative moderation found between salesperson competence and sales performance. Finally, companies must conduct continuous monitoring and evaluation of sales program implementation, salesperson performance, and leadership effectiveness to ensure continuous improvement. By implementing these strategies, sales performance is expected to be improved through synergy between the marketing team, sales personnel, sales programs, and leadership, supported by the Astra Management System and the spirit of innovation.

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