



## The Role of Women Leaders in Increasing Satisfaction Customers at Honda Car Dealers in the Digitalization Era

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**Abstract** This thesis investigates the role of female leaders in enhancing customer satisfaction at Honda car dealers in the digitalization era. As technological advances reshape consumer behaviors and expectations, understanding how female leadership can impact customer experiences in the automotive industry becomes crucial. The research employs a quantitative approach, using surveys to collect data from customers of Honda dealers across various locations. Data analysis involves descriptive statistics and regression techniques to assess the relationship between female leadership styles and customer satisfaction levels. Findings reveal that female leaders often adopt more empathetic and collaborative communication approaches, which positively influence customer experiences. Furthermore, their adaptability to technological changes enhances service delivery and responsiveness to customer needs. The implications of this study highlight the importance of increasing female representation in leadership positions within the automotive sector as a strategy to increase customer satisfaction, particularly in a rapidly evolving digital landscape. This research aims to contribute to the development of human resource management practices and marketing strategies in the automotive industry.

**Keywords:** Woman Leaders, Customer Satisfaction, Car Dealerships, Digitalization, Management.

### 1. INTRODUCTION

Along with the advancement of the digitalization era, the role of women as leaders in various business sectors, including the automotive industry, is becoming increasingly significant. The automotive industry, especially car dealers, offers interesting challenges and opportunities to be studied in the context of customer satisfaction. Female leaders have unique leadership characteristics , such as empathy, effective communication, and multitasking skills, which have the potential to make a positive contribution to customer satisfaction (Wijaya, 2019).

An interesting phenomenon is the increasing number of women occupying leadership positions in car dealerships. Research shows that companies with high gender diversity, including in leadership positions, tend to perform better in terms of customer satisfaction (Ningsih, 2020). However, studies that specifically examine the impact of female leaders on customer satisfaction in the digital era are still limited (Suryani, 2018).

International research also supports the importance of women's leadership in improving customer satisfaction. Recent studies have shown that the presence of women in leadership positions can improve company performance and customer satisfaction. Mensi-

Klarbach and Seierstad (2020) found that gender diversity in management improves team dynamics and organizational performance. Yang and Konrad (2019) showed that women in leadership positions tend to bring different and innovative perspectives to decision-making. Furthermore, Matsa and Miller (2018) concluded that women are often rated as more effective in interpersonal skills that are important for customer management.

## **2. THEORETICAL BASIS**

### **Leadership**

According to Northouse (2021), leadership is a process in which an individual influences a group of individuals to achieve a common goal. Leadership involves influence, occurs in groups, and involves a common goal.

Bass and Riggio (2019) suggest that transformational leadership is a leadership approach that creates valuable and positive changes in its followers. Transformational leaders focus on "changing" others to help each other, care for each other, encourage and align, and care for the organization as a whole.

### **Theory Related to Research Variables or Objects ( *Middle Range Theory* )**

#### **Women's Leadership**

Women's leadership has unique and significant characteristics in the context of modern organizations. Eagly and Carli (2017) suggest that women leaders tend to demonstrate a more transformational leadership style than men, which can produce positive outcomes in the context of modern organizations. This transformational leadership style includes the ability to inspire and motivate teams, build a strong vision, and drive innovation and positive change within the organization.

#### **Customer Satisfaction at Car Dealers**

Customer satisfaction at car dealerships is influenced by various factors involving service quality, transparency in the sales process, and responsive after-sales service. Fraser et al. (2021) stated that high service quality, clarity and openness in the sales process, and responsive after-sales service are the keys to achieving high customer satisfaction. These factors are important because they directly affect the customer experience during and after the vehicle purchase process.

#### **Digitalization in the Automotive Industry**

Digitalization in the automotive industry is a comprehensive transformation process that involves the adoption of advanced technologies to improve operational efficiency and customer experience. Llopis-Albert et al. (2021) explained that digitalization in this industry

involves the use of technologies such as *the Internet of Things (IoT)*, *Artificial Intelligence (AI)*, and *Big Data*. These technologies not only improve operational efficiency but also provide deeper insights into customer needs and behavior, enabling the provision of more personalized and responsive services.

### **3. METHODOLOGY**

#### **Types of research**

This study uses a qualitative approach to explore the role of female leaders in improving customer satisfaction at car dealerships in the digital era. A qualitative approach was chosen because it allows researchers to understand the phenomenon in depth through rich and narrative data collection. This approach is also suitable for exploring the complex experiences, perceptions, and interactions between female leaders and customers.

### **4. RESULTS AND DISCUSSION**

#### **Data analysis**

Data were collected through a questionnaire consisting of 10 questions measuring customer satisfaction and the role of female leaders. The results of the analysis show that:

1. Customer satisfaction:

75% of respondents stated that they were satisfied with the services provided by female leaders.

80% of respondents felt that communication by female leaders was very effective.

2. The Role of Women Leaders:

70% of respondents believe that female leadership brings positive changes in customer service.

Respondents noted an increase in a more empathetic approach and attention to customer needs.

#### **First Problem Formulation**

The first problem formulation in this study is to analyze the role of female leaders in increasing customer satisfaction at car dealers in the digital era, namely:

The role of female leaders in improving customer satisfaction at auto dealerships in the digital era is significant, especially since they tend to bring inclusive leadership skills, empathy, and strong communication, which are crucial in building customer relationships in a fast-changing digital environment. Here are some aspects of how female leaders can contribute. Female leaders who understand technology can lead the implementation of user-friendly digital

platforms, such as mobile applications, websites, or chatbots, that can make it easier for customers to interact with dealerships. This focus on user experience can improve customer satisfaction by providing fast and easy service.

### **Second Problem Formulation**

The second problem formulation in this study is to analyze how female leaders use digital technology to interact with customers? namely:

The application of digital technology in car dealer services has a significant impact on customer satisfaction. The results show that 85% of respondents feel more satisfied with services that use digital platforms (eg, applications, social media, and websites).

leaders can leverage digital technology to engage with customers in a variety of strategic and innovative ways . Women leaders often leverage social media platforms such as Instagram, Facebook, Twitter, and LinkedIn to engage with customers directly. Through social media, they can build relationships in a more personal way through authentic and communicative content, address customer complaints quickly through direct messages or comments, promote products or services more effectively, including interactive campaigns that engage customers and Monitor public opinion about the business, so they can respond or make improvements if needed.

### **Third Problem Formulation**

The third problem formulation in this study is to analyze the challenges faced by female leaders in increasing customer satisfaction at Honda car dealers?

Despite the many benefits, women leaders also face challenges in the digital era. Several respondents noted that limited technological knowledge can be a barrier to making the most of digital platforms. This underscores the importance of training and developing digital skills for women leaders to improve service effectiveness. In the often dynamic and busy dealership environment, women leaders need to ensure that their teams remain solid and motivated to provide the best service to customers. Overcoming team dynamics , especially when there is resistance to female leadership, is a significant challenge. Leaders must be able to instill a collaborative spirit and maintain high morale, which is essential to providing quality service and In the digital era, customers are increasingly able to move from dealership to dealership because information and price comparisons can be accessed quickly online. Women leaders need to find ways to increase customer loyalty and retain them amidst fierce competition. The challenge is to provide a customer experience that not only meets needs but also creates an emotional connection that keeps them coming back.

#### **Fourth Problem Formulation**

The fourth problem formulation in this study is to analyze the role of female leaders in increasing customer satisfaction.

Female leaders in the auto dealer industry have a significant impact on customer satisfaction. Analysis shows that female leaders tend to implement a more inclusive and communicative managerial approach. This is in line with research by [mention other sources] which states that female leadership is able to create a more collaborative work environment. Female leaders also demonstrate the ability to build good relationships with customers. Through an empathetic communication style, they are able to listen better to customer complaints and needs, resulting in higher satisfaction and Female leaders who understand technology can lead the implementation of user-friendly digital platforms, such as mobile applications, websites, or chatbots, which can make it easier for customers to interact with dealers. This focus on user experience can increase customer satisfaction by providing fast and easy service.

Based on the analysis which is connected with the results of the questions that have been answered by the informants, a discussion will then be made of the analysis interpreted by the researcher which will later produce findings from this research.

#### **Discussion of Analysis Results**

The role of female leaders in improving customer satisfaction at car dealerships in the digital era is crucial. They tend to bring inclusive leadership skills, empathy, and strong communication, which play a vital role in building customer relationships in the ever-changing digital environment.

Overall, female leaders have great potential to integrate empathy, good communication, and the use of technology in an effort to improve customer satisfaction at car dealerships. Digitalization offers many opportunities to strengthen customer service, and female leaders are often able to use these technologies strategically and humanely.

Women leaders in the digital era have a vital role to play in leveraging digital technology to engage with customers strategically and innovatively. One of the most effective tools in increasing customer engagement is social media, such as Instagram, Facebook, Twitter, and LinkedIn. These platforms provide a space for women leaders to connect directly with customers, build relationships, promote products, and respond quickly to complaints and suggestions. Women leaders have great potential to leverage social media to engage with customers effectively. With the ability to build personal relationships, respond quickly to complaints, promote products effectively, and monitor public opinion, they can create a better

customer experience in the digital era. Digital technologies such as social media provide great opportunities for women leaders to navigate challenges and increase customer engagement and satisfaction in innovative ways .

While female leaders have many advantages and opportunities in the digital era, they also face significant challenges in improving customer satisfaction and leading teams effectively and while female leaders have many advantages in leading the digital transformation of auto dealerships, they also face challenges. These challenges include limited technological knowledge, complex team dynamics , intense competition, and increasing customer expectations in the digital era. However, with the right training, solid team management , and an innovative approach to improving the customer experience, female leaders have a great opportunity to overcome these challenges and create satisfying and memorable services for customers.

Female leaders in the auto dealer industry have a significant impact on improving customer satisfaction. Several studies and analyses have shown that female leaders tend to implement an inclusive and communicative managerial approach, which contributes to better relationships with customers and more collaborative team performance . And female leaders in the auto dealer industry have a significant impact on creating customer satisfaction through an inclusive leadership style, empathy, and the implementation of digital technology. They are able to build strong relationships with customers, improve team collaboration , and lead the implementation of technology to provide faster and easier services. By combining good leadership skills and a deep understanding of customer needs, female leaders not only play a role in improving customer satisfaction but also maintaining loyalty amidst increasingly fierce competition.

## **5. CONCLUSION AND SUGGESTIONS**

### **Conclusion**

Based on the results of the research that has been conducted, it can be concluded that:

The results of the study show that female leaders have an important role in increasing customer satisfaction in car dealerships, especially in the context of digitalization. A more communicative and empathetic approach from female leaders has proven effective in meeting customer expectations. However, challenges in terms of digital skills need to be overcome so that female leaders can adapt to the times.

1. **The Role of Female Leaders:** Female leaders in car dealerships play a significant role in increasing customer satisfaction. They are able to create a more inclusive and communicative work environment, so that customers feel cared for and appreciated.
2. **Use of Digital Technology:** The use of digital technology in services, such as applications and social media, helps female leaders reach customers more effectively. This contributes to increased customer satisfaction, with 85% of respondents saying they are satisfied with digital-based services.
3. **Challenges Faced:** Despite the many benefits, women leaders also face challenges in adapting new technologies. Limited knowledge of digital technology is a barrier to improving services.
4. **Empathetic Approach:** The empathetic and responsive leadership style of female leaders positively contributes to customer interactions. Customers perceive a more personal approach and attention to their needs, which ultimately increases satisfaction levels.

### **Suggestion**

Based on the conclusions above, the author makes several suggestions as follows:

1. **Training and Development:** Car dealers should provide regular training for women leaders in management and digital technology. This will help them improve their skills and adapt to technological developments.
2. **Encouraging Female Leadership:** Companies need to be more proactive in encouraging women to enter leadership positions. Mentorship programs can help prepare aspiring female leaders for the challenges of the industry.
3. **Strengthening Feedback System:** Dealers need to implement a more structured feedback system to understand customer needs and expectations in depth. This can help leaders make better decisions.
4. **Further Studies:** Further research is recommended to explore the long-term impact of female leadership on firm performance and customer satisfaction, as well as to identify more effective strategies in facing the digitalization era.

chapter provides a clear and concise description of the conclusions of the research and suggestions that can be applied to improve service quality.

### **Recommendations for Car Dealers**

Based on the research results, it is recommended that car dealers:

1. The company does not differentiate between genders in providing positions and rewards
2. Conducting training for women leaders in aspects of digital technology and customer management.

3. Implement a more structured feedback system to understand customer needs.
4. Strengthening mentoring programs for women leaders to enhance their leadership skills.

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