

CONTROL SYSTEM, LEADERSHIP, AND ENTREPRENEURIAL ATTITUDE OF SALESPERSONS: HOW TO TRIGGER THEIR PERFORMANCE

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ABSTRACT: This study examined the impact of the control system, leadership style, and entrepreneurial mindsets on staff engagement and sales performance at Agung Toyota Pekanbaru, Ltd. A sample of 139 salespeople was chosen for the study using a questionnaire as the method of data collection. The data was evaluated using Partial Least Squares Structural Equation Modelling (PLS-SEM). Our study reveals that the entrepreneurial mindset does not have a noticeable impact on Motivation and Performance. However, we found that leadership has a positive influence on Motivation, which in turn has a positive effect on performance. On the other hand, the control system has a negative impact on performance. According to this study, it is recommended that supervisors conduct regular inspections of customer fleets (business consumers). Additionally, supervisors should assign salespeople to handle these fleets based on their individual skill sets. Companies must provide salespeople with current training on sales promotions and negotiations, particularly in the realm of internet marketing through E-Business. This will help enhance the entrepreneurial mindset of salespeople and ultimately drive sales.

Keywords: Control System, Leadership, Entrepreneurial Attitude, Motivation, Performance.

1. Introduction

The organization's management places great importance on sales-related matters, recognising the pivotal role that salespeople play in businesses that directly engage with consumers. In today's highly competitive business environment, the success of a company hinges on the effectiveness of its workforce. To improve employee motivation and boost salesperson performance, management must effectively address the physical and social needs of workers.

Just like Agung Toyota Pekanbaru, Ltd. Co's automobile marketing services, the level of motivation of salespeople who frequently interact with customers plays a crucial role in determining the company's performance.

Customers may experience dissatisfaction when they are directly affected by employees' below-average performance. The potential impact of customer dissatisfaction on the business is significant, as it can lead to a decline in customer loyalty towards the company's products. Typically, salespeople at Agung Toyota Pekanbaru leave when they fail to meet their personal goals. This condition would hinder the salespeople at Agung Toyota Pekanbaru from operating at their full potential.

The achievement of Agung Toyota Pekanbaru's sales objectives for Toyota-branded automobiles may be influenced by intense competition among four-wheel drive companies. Despite Toyota's consistent position as the market leader over the past five years, its market

share has shown some variability. Toyota Astra Motor (TAM) continues to face challenges in achieving its target market share of 40% due to fierce competition and aggressive promotions from other brands. In addition, the introduction of new models from different manufacturers, particularly Honda as a competitor in the market, poses a challenge for salespeople in persuading loyal Toyota customers to resist the allure of newer models that offer more appealing performance.

In addition to external factors, it is important to consider internal factors that could impact the achievement of Agung Toyota Pekanbaru's targets. Internal factors, including control systems, leadership, and the entrepreneurial attitude of salespeople, have a significant impact on their motivation and performance.

Studies conducted by researchers (Istifadah & Santoso, 2019; Sudiyono & Qomariyah, 2018) have shown that work motivation has a significant impact on performance. Given the impact of motivation on work-related behaviours and performance, it is crucial for leaders to foster a supportive environment that encourages their teams to excel (Robnagel, 2020).

Employee performance can be influenced by various factors, including control systems, leadership, and an entrepreneurial mindset. It is suggested that motivation plays a role in moderating the impact of these variables on performance. A study conducted by SD, Zulfadil, and Indarti (2017) indicates that the control mechanism has a significant impact on motivation, but not on performance.

In a recent study conducted by Anyim and Mole (2021), the impact of a control system on employee performance among librarians at public and private universities in Nigeria has not been conclusively shown. In another study conducted by Jensen, Patel, and Messersmith (2013) Jensen et al. in 2013, it was found that the control system can play a moderating role in the impact of high-performance work systems (HPWS) on government employees in Wales. Based on the research by Verburg et al. (2018), it appears that organisational trust plays a crucial role in the ability of the control system to have a significant impact on performance.

Pawirosumarto, Sarjana, and Muchtar (2017) as well as Rostina, Muhani, and Sinaga (2020) conducted research on the process of press machines and manufacture. They discussed the impact of leadership on performance. A study conducted by Anuraga, Sintaasih, and Riana (2017) and Riyadi (2011) at the Office of Education and Manufacturing Companies found compelling evidence that leadership has a substantial impact on performance by influencing employee motivation. However, there remains a research gap that warrants further investigation. According to the study by Rosmiati, Donny Teguh Santosa Junias, (2017), entrepreneurial attitudes and motivation may not have a significant impact on the growth of interest in entrepreneurship.

Another contributing factor to the automotive company's failure to meet targets is the lack of an entrepreneurial mindset among the salespeople, in addition to the control system and leadership. Creative and innovative individuals often possess an entrepreneurial mindset. According to the findings of various studies (Riza & Luhur, 2023; Wibisono & Thao, 2023; Widayat & Ni'matuzahroh, 2017), it has been observed that the entrepreneurial attitude has a significant impact on both employee and company performance.

Research efforts that have combined sales force control systems, supervisor leadership styles, entrepreneurial attitudes, and salesperson motivation and performance are highly valuable and intriguing. There is a scarcity of literature dedicated to exploring the combined impact of these variables on salesperson performance, making this area of study particularly exciting.

2. Theoretical Framework and Empirical Studies Salesperson Performance

Performance is the outcome of efforts made by individuals or groups within an organisation to accomplish organisational objectives, both in terms of quality and quantity (SD et al., 2017).

In their study, Jeffrey and Prasetya (2019) discuss various factors that are utilised to assess employee performance. These factors include the quantity and quality of work, punctuality in attendance, and the ability to collaborate effectively. Amount of work produced Performance is measured by the adherence to established work standards. The concept of quantity pertains to the amount of work that employees have produced. When evaluating performance, it is important to consider how the quality of the results was achieved by examining adherence to established standards. Assessing the quality of work involves evaluating its precision, organisation, and adherence to established standards of excellence. Timelines are determined by employees' motivation to meet deadlines and prevent any delays. Employee attendance reflects their level of discipline in the workplace. Measuring attendance can be achieved by maintaining a high level of discipline, rarely missing any sessions, and consistently arriving on time. Effective cooperation among employees demonstrates their aptitude for socialising and fostering interpersonal connections to successfully accomplish tasks.

Control System

To ensure that employee behaviours are in line with the goals of the organisation, the control organisation sets up standard organisational requirements and oversees and incentivizes adherence (Verburg et al., 2018). Multiple studies have indicated that implementing an appropriate control system can effectively enhance the motivation of salespeople. At times, salespeople may exceed their authority to fulfil their job responsibilities, which can hinder the attainment of organisational effectiveness. By implementing an effective control system, it becomes feasible to ensure that salespeople adhere to predetermined operational standards. This opinion is supported by several studies conducted by various researchers (Feinberg & Kennedy, 2008; Putri et al., 2023; Futrell, Swan, & Todd, 1976; Nuhu, Baird, & Appuhami, 2019). Feinberg's study on salesperson performance highlights the components of a sales control system, which involve the supervision, guidance, rating, and rewarding of actions undertaken by firm leaders. The involvement of the sales supervisor in sales operations has a positive impact on the salesperson's performance level. Research conducted by Verburg et al. (2018) highlights the significant impact of organisational trust on performance, emphasising its role as a critical control system component. Based on prior theory and investigation, the following alternative hypothesis can be developed:

H1: The control system has a positive effect on Motivation.

H5: The control system has a positive effect on performance.

According to initial research, the control system variable is influenced by indicators such as monitoring progress, evaluating performance, and providing feedback.

Leadership

According to Andersen et al. (2018), "One factor that motivates employee work is the supervisor's role." The factors of supervisors' leadership and motivation towards their subordinates have become a focal point for enhancing sales force work productivity. Leadership and motivation are crucial factors that significantly impact the overall productivity of employees in a company. Multiple research studies Qomariah, Lusiati, & Martini (2022) and Kjellström, Stålné, & Törnblom (2020) support this hypothesis. The following may be produced for the second alternative hypothesis using the theory and findings of earlier research:

H2: Supervisory leadership influences the salesperson's work motivation.

According to initial research, the leadership variable is influenced by the indicators listed below: clear communication, empathy, impartiality, innovation, and self-control.

Entrepreneurial Attitude

Developing an entrepreneurial mindset can be achieved through internal or external means. Developing a strong sense of entrepreneurship will become easier for individuals. In addition, incorporating activities that engage with a variety of external elements can enhance effectiveness. An entrepreneurial mindset can provide entrepreneurs with inspiration. An entrepreneur possessing an entrepreneurial attitude consistently strives for optimal performance and self-motivation to attain ambitious objectives. To maintain a consistently positive motivation, entrepreneurs should focus on aligning their career development goals and implementing effective business strategies to foster daily growth. Research findings from Wibisono and Thao (2023) and Widayat and Ni'matuzahroh (2017) demonstrate a clear link between entrepreneurial attitudes and both employee and company performance. With the following alternate hypothesis, this study attempts to contribute to proving:

H3: Entrepreneurial attitude has a positive effect on Motivation.

H6: Entrepreneurial attitude has a positive effect on performance.

Based on initial research, certain traits can be seen as indicative of an entrepreneurial mindset. These include courage, creativity, effective communication, rational thinking, and a strong determination.

Work Motivation

Employee motivation and performance are distinct concepts, yet they are interconnected within a business context. An individual's motivation is the driving force behind their actions and the application of their performance. According to a source (Kalia, Singla, & Kaushal, 2023), efficient management of human resources is crucial for the success and motivation of an organisation. It is essential for management teams to diligently monitor and evaluate employee performance to ensure alignment with company performance criteria. This includes recognising the impact of human motivation on the productivity of physical and financial assets. Understanding the performance will assist the business in evaluating the effectiveness of its human resource development efforts. It is possible to identify the variables that impact employees' intrinsic and extrinsic performance. The main benefits lie in developing high-quality programmes for human resource development. While some studies (Ingsih, Yanuardani, & Suhana, 2021; Qomariah et al., 2022) did not find evidence to support the impact of motivation on performance, a separate study by Andersen et al. (2018) successfully established a link between motivation and performance. So, this study proposes the following hypothesis:

H4: Motivation has a positive effect on performance.

According to initial research, the factors that influence work motivation include standard operating procedures, job security, honour and recognition, work atmosphere, and career path.

The study examined the impact of three independent variables on performance. These variables included control system (X1), leadership (X2), and entrepreneurial attitude (X3). Additionally, motivation (Y1) was considered an intermediary variable. Performance (Y2) was measured as the dependent variable. Figure 1 depicts the arrangement of variables in a conceptual framework that analyses the six hypotheses.

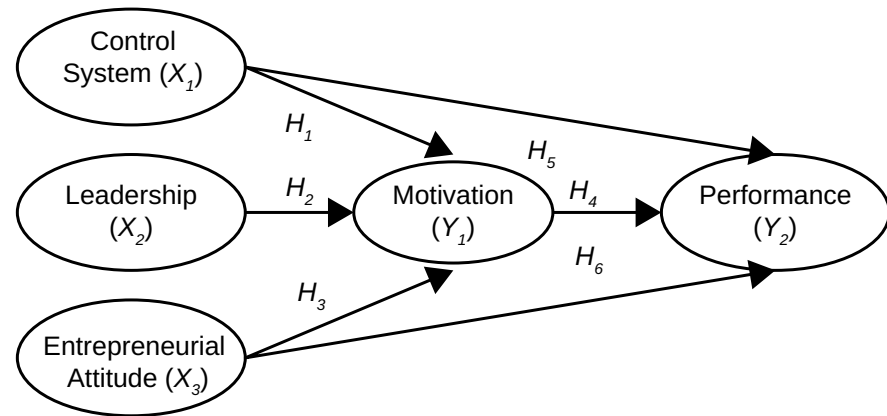


Figure 1: Conceptual Framework.

3. Research Methods

The study centres on the four branches of Agung Toyota Pekanbaru, Ltd. Co, located on Jalan Sutomo, Soekarno Hatta, SM Amin, and Harapan Raya. Data was collected through a survey. A rating scale technique was employed to screen the respondents' responses, utilising an ordinal measuring scale.

Population and Sample

All 139 Agung Toyota Pekanbaru, Ltd. Co salesmen made up the study's population.

Table 1: Research Population and Sample.

Population Sources	Population	Sample	(%)
Agung Toyota Soetomo	39	39	28 %
Agung Toyota Soekarno Hatta	30	30	21.6%
Agung Toyota S.M. Amin	32	32	23 %
Agung Toyota Harapan Raya	38	38	27.4%
Total	139	139	100%

Source: Agung Toyota Pekanbaru, Ltd. Co, 2023.

The study included all salespeople in the organisation, covering the entire sample population.

The study utilised partial least squares structural equation modelling (PLS-SEM) to analyse the direct and indirect effects of various variables, including control system, leadership, entrepreneurial attitude, motivation, and performance. The evaluation of the PLS-SEM model considered various criteria, such as loading factor (LF), composite reliability, average variance extracted (AVE), discriminant validity, and R² for endogenous latent variables.

**4. Data Analysis and Discussions
Respondent Characteristics**

A study conducted with 139 participants from Agung Toyota Pekanbaru, Ltd. Co. found that 62.59% of the

participants were male and 37.41% were female. In the past, the sales force profession has been mostly seen as being dominated by men. This perception may be due to the nature of the work, which often involves conducting business outside of an office and in various locations. Typically, female salespeople are assigned to counter sales roles, where their primary responsibility is to assist customers who come to the company.

Based on educational data, most individuals at the most recent level of education were bachelor's degree holders (51.89%), followed by High School graduates (35.25%), and those with a Diploma (12.95%). Individuals with a bachelor's degree are equipped to effectively interact with clients, navigate negotiations, and devise innovative solutions. The overwhelming majority of respondents in the survey had completed their undergraduate degrees, which clearly demonstrates this point.

Most respondents (61.15%) fell within the age group of 28 to 37, as it is commonly believed that salespeople are most productive and enthusiastic during this period. The study tracked different age groups, with the largest percentage (5.04%) falling between 38 and 47 years old, followed by those over 47 years old (1.44%).

Most respondents (84.17%) reported holding tenures ranging from 1 to 5 years. A small fraction of employees is able to remain with the company for more than five years, which indicates a significant turnover rate among employees. This outcome is a direct consequence of the company's implementation of a performance evaluation system centred around sales targets. Failure to meet the company's annual sales goal may result in disciplinary action, such as demotion or, in some cases, termination. This is a common practice for ensuring that the sales targets are met.

One-Way ANOVA Analysis

The purpose of this analysis was to examine whether there was a significant difference in the mean values among multiple groups for different variables. Specifically, this study focused on the mean values

of the control system, leadership, entrepreneurial attitude, motivation, and performance. The purpose of this examination was to investigate potential differences among the participants in the study based on their unique characteristics.

Table 2: Results of ANOVA Test by Age, Tenure, Age, Gender, and Training Had.

Variables	Indicators	F-test				
		Education	Tenure	Age	Gender	Training
Control System (X1)	X ₁₁	0.777	0.715	0.851	0.606	0.616
	X ₁₂	0.727	0.857	0.665	0.382	0.130
	X ₁₃	0.537	0.853	0.687	0.539	0.048*
	X ₁₄	0.408	0.365	0.606	0.916	0.635
	X ₁₅	0.250	0.411	0.800	0.414	0.266
	X ₁₆	0.270	0.909	0.625	0.461	0.328
	X ₁₇	0.144	0.749	0.306	0.783	0.495
	X ₁₈	0.761	0.583	0.559	0.533	0.601
	X ₁₉	0.156	0.517	0.342	0.215	0.153
	X ₂₀	0.670	0.849	0.273	0.349	0.053
Leadership (X2)	X ₂₁	0.747	0.857	0.701	0.237	0.457
	X ₂₂	0.021*	0.594	0.576	0.564	0.047
	X ₂₃	0.607	0.711	0.557	0.469	0.066
	X ₂₄	0.247	0.685	0.552	0.862	0.079
	X ₂₅	0.586	0.462	0.537	0.313	0.512
	X ₂₆	0.559	0.479	0.521	0.488	0.114
	X ₂₇	0.306	0.023	0.704	0.704	0.062
	X ₂₈	0.444	0.315	0.525	0.642	0.307
	X ₂₉	0.144	0.602	0.701	0.65	0.173
	X ₃₀	0.134	0.627	0.917	0.371	0.296
Entrepreneurial Attitude (X3)	X ₃₁	0.882	0.841	0.962	0.221	0.068
	X ₃₂	0.344	0.553	0.705	0.973	0.153
	X ₃₃	0.639	0.809	0.365	0.822	0.112
	X ₃₄	0.715	0.909	0.584	0.427	0.118
	X ₃₅	0.130	0.776	0.840	0.868	0.437
	X ₃₆	0.091	0.369	0.189	0.718	0.023*
	X ₃₇	0.027	0.581	0.349	0.178	0.172
	X ₃₈	0.412	0.153	0.297	0.027*	0.216
	X ₃₉	0.236	0.229	0.417	0.762	0.006*
	X ₄₀	0.982	0.039	0.807	0.245	0.054
Motivation (Y1)	X ₄₁	0.657	0.630	0.909	0.918	0.153
	X ₄₂	0.798	0.976	0.454	0.109	0.260
	X ₄₃	0.376	0.714	0.677	0.965	0.085
	X ₄₄	0.344	0.974	0.754	0.771	0.358
	X ₄₅	0.255	0.839	0.403	0.55	0.069
	X ₄₆	0.402	0.820	0.462	0.631	0.171
	X ₄₇	0.365	0.764	0.536	0.972	0.783
	X ₄₈	0.493	0.684	0.884	0.058	0.757
	X ₄₉	0.506	0.848	0.943	0.218	0.339
	X ₅₀	0.479	0.252	0.073	0.92	0.171
Performance (Y2)	Y ₁₁	0.722	0.501	0.730	0.127	0.547
	Y ₁₂	0.437	0.710	0.611	0.133	0.273
	Y ₁₃	0.115	0.794	0.297	0.831	0.027*
	Y ₁₄	0.445	0.989	0.898	0.729	0.601
	Y ₁₅	0.767	0.945	0.406	0.246	0.164
	Y ₁₆	0.373	0.373	0.266	0.342	0.056
	Y ₁₇	0.222	0.303	0.315	0.346	0.163
	Y ₁₈	0.593	0.522	0.652	0.294	0.091
	Y ₁₉	0.285	0.786	0.625	0.85	0.071
	Y ₂₀	0.207	0.667	0.688	0.806	0.298
Performance (Y2)	Y ₂₁	0.179	0.876	0.683	0.677	0.343
	Y ₂₂	0.291	0.465	0.486	0.942	0.754
	Y ₂₃	0.891	0.730	0.444	0.427	0.619
	Y ₂₄	0.948	0.585	0.431	0.356	0.066
	Y ₂₅	0.908	0.568	0.497	0.931	0.221
	Y ₂₆	0.825	0.894	0.491	0.99	0.611
	Y ₂₇	0.811	0.503	0.391	0.989	0.112
	Y ₂₈	0.558	0.767	0.516	0.53	0.764
	Y ₂₉	0.645	0.748	0.807	0.34	0.213
	Y ₃₀	0.728	0.891	0.655	0.166	0.605
Y ₃₁	0.140	0.301	0.438	0.767	0.206	
Y ₃₂						

*p<0.05

Analysis of Respondents' Differences of Opinion on Control System

The determination of whether to accept or reject a hypothesis in One-way ANOVA testing is based on the p-value, also known as the significance level. When the p-value is 0.05 or lower, it indicates a significant difference in respondents' assessments based on their characteristics. In contrast, when the p-value exceeds 0.05, it indicates that there is no statistically significant difference between the respondent groups in terms of their assessments.

Table 2 displays the p-values for the Control System indicator (X1), indicating that all values were found to be statistically significant, except for indicator X13, which was based on training characteristics. The p-value is 0.048, which is just below the commonly used significance level of 0.05. Depending on the level of training received, respondents' responses to the control system vary. We kindly asked for responses to the questionnaire statement regarding supervisor activity monitoring activities during events or exhibitions.

Respondents with advanced training agreed that the supervisor's control strategy was effective during an event or show. The ANOVA test results (attached) indicate that respondents who had just completed FST training had a mean response of 5.373. This was followed by a mean response of 5.373 for those who had completed PSST training, 5.436 for those who had completed ASST training, and 5.507 for those who had completed SSST training. This situation occurred as a result of providing salespeople with additional training in managerial skills (leading, controlling, and Decision-Making Techniques) in proportion to the amount of training they received. As a result, as they receive more training, salespeople will be able to comprehend the necessity of their supervisor implementing a control system.

Analysis of Respondents' Differences of Opinion on Leadership

Attached is a comprehensive table displaying the results of the ANOVA test for the Leadership variable. The study uncovered differences in viewpoints on leadership, which were shaped by the educational backgrounds of the participants. The p-values for indicator X_{23} , which represents the educational levels of the respondents, were all found to be greater than 0.05, as shown in Table 2. Based on the data, it can be concluded that there were no significant variations in this indicator among respondents of different

education levels. Whereas the p -value = 0.021 < 0.05. Leadership indicator item 3 (X_{23}) asked respondents' opinion on the "supervisor's ability to communicate tasks and expected work results.". The average scores for respondents with a high school education, D3/D2 education, and bachelor's degree were 5.420, 5.353, and 5.077, respectively. Salespeople who had completed high school felt that supervisors were able to effectively communicate tasks and expected work results consistently. However, this sentiment was not shared by respondents who had obtained a bachelor's degree. Respondents who held a bachelor's degree expressed a preference for receiving explicit instructions and guidance from their supervisors regarding job responsibilities and the potential rewards tied to their performance.

Analysis of Respondents' Differences of Opinion on Entrepreneurial Attitude

From Table 2, we can see differing opinions on entrepreneurial attitude based on respondents' training levels for indicators X_{32} (What are product offering activities to company people (fleet users)") and X_{35} ("How about promotional activities by posting e-Business advertisements"). In the table, the X_{32} p -value = 0.023 < 0.05 and the X_{35} p -value = 0.006 < 0.05. Salespeople who received higher levels of training demonstrated improved responses towards product offerings to fleet users (the mean of respondents' responses who have just had FST training was only 5.451, who have already had PSST training was 5.431, and those who have had ASST training were 5.458 and increased to 5.551 after SSST training). The disparity arises from the fact that salespeople received specialised training in advanced negotiation techniques (SSST). Effective negotiation skills are crucial when presenting an offering to customers.

Analysis of Respondents' Differences of Opinion on Motivation

Table 2 shows differing opinions on Motivation-based respondents' training levels for indicator Y_{13} ("Are the accomplishments by the targets set each year?"). Whereas the Y_{13} p -value = 0.027 < 0.05, meaning there are different responses among the respondents based on the level of training. The average response demonstrates a consistent upward trend in relation to the salespeople's level of training: FST 5.549; PSST 5.843; ASST 5,762. The observed disparity indicates that the salespeople's understanding of the company's objectives enhanced because

of more comprehensive training. Salespeople understand that the company's goals were achieved through thorough market and competitor research. They viewed the established goals as sources of inspiration rather than burdens, motivating them to achieve those goals.

Analysis of Respondents' Differences of Opinion on Performance

Based on the data in Table 2, it appears that p-values greater than 0.05 suggest no significant differences in income based on various factors such as education, years of service, gender, age, and level of training attended by the respondents.

Research Instrument Testing Validity Test

The calculated results indicate that the instrument correlations of each sub-variable item, including control system, leadership, entrepreneurial attitude, motivation, and performance, are considered valid. The calculated results clearly demonstrate the inclusion of the items in the study, as their correlation coefficients (r count) exceed the critical correlation value (r table).

Reliability Test

Reliability refers to the level of confidence in the findings of a measurement. High-reliability measurements are characterised by their ability to generate reliable and trustworthy findings. Although individuals participating in research studies can introduce errors, the reliability coefficient has never been observed to reach a perfect score of 1.00, despite its theoretical range spanning from 0.00 to 1.00.

The data processing findings show that this research instrument's reliability value is as follows:

Table 3: The Test Result of Research Instrument Reliability.

Variables	Cronbach's Alpha	Description
Control System (X_1)	0.936	Valid
Leadership (X_2)	0.967	Valid
Entrepreneurial Attitude (X_3)	0.970	Valid
Motivation (Y_1)	0.947	Valid
Performance (Y_2)	0.965	Valid

Source: Processed Data in SPSS 2023

The reliability test results in the table above clearly indicate that the Cronbach's alpha values for each variable were above 0.6. Therefore, all the

question items related to the research variables are considered appropriate and dependable for further examination.

Path Analysis Hypothesis Test with PLS-SEM Outer Model Evaluation (Measurement Model)

When utilising the SmartPLS data analysis technique to evaluate the outer model, three key criteria were considered. The criteria include convergent validity, discriminant validity, and composite reliability.

Convergent Validity

We evaluated the convergent validity of the measurement model by analysing the correlations between the item scores or component scores obtained from the PLS software. Reflexive indicators were high when they showed a correlation of 0.70 or higher with the measured variables. Based on the research conducted by Parasuraman, Zeithaml, & Berry (1988), it has been suggested that a loading scale of 0.5 to 0.6 is sufficient for preliminary studies. In this study, a loading factor of 0.5 was utilised as a threshold. All indicators of the variables showed loading factors above 0.50. In particular, the indicator "Thinking Rationally" within the entrepreneurial attitude construct had a loading factor greater than 0.50. The findings suggest that the values and correlations among the research variables in the outer model have met the requirements for convergent validity.

(X_{32} : Plans to achieve sales targets concerning the company's production capabilities) was the highest measure of the other variables because it had the most significant outer loading value (0.908). Based on an analysis of the mean values of various variables, it is evident that 16 indicators of entrepreneurial attitude play a crucial role in influencing salesperson performance through motivation.

Discriminant Validity

A discriminant validity analysis was conducted to establish the distinctiveness of each construct within the latent variables. The assessment required a comparison of the loading values of each indicator within a latent variable with the loading values when connected with other latent variables. A model is considered to have strong discriminant validity when the loading values of indicators within a specific latent variable are higher than the loading values associated with connections to other latent variables. The findings of the discriminant validity test conducted in this study are displayed in Table 4.

Table 4: Discriminant Validity.

Average Variance Extracted (AVE)			Correlation				
Variables	AVE	AVE Root	X ₁	X ₂	X ₃	Y ₁	Y ₂
X ₁	0.616	0,785	1.000	0.777	0.748	0.726	0.758
X ₂	0.662	0,814	0.777	1.000	0.912	0.809	0.897
X ₃	0.814	0.902	0.748	0.912	1.000	0.809	0.892
Y ₁	0.659	0,812	0.726	0.809	0.809	1.000	0.854
Y ₂	0.697	0,835	0.758	0.897	0.892	0.854	1.000

Source: Processed Data in SPSS 2023

Based on the findings of the three variables, it can be argued that the data demonstrates good discriminant validity. This is supported by the Average Variance Extracted (AVE) values, which exceed 0.50. In addition, all variables showed a higher AVE root value compared to the correlation coefficient between any two variables. This provides further evidence to support the claim of discriminant solid validity in the data.

Composite Reliability

The reliability value of a variable and the AVE value of each variable can be utilised to assess the validity and reliability criteria. A variable is considered reliable when its AVE and composite reliability values are above 0.70. Table 5 displays the composite reliability value.

Table 5: Composite Reliability.

Variable	Composite Reliability
Control System (X ₁)	0.924
Leadership (X ₂)	0.965
EntrepreneurialAttitude (X ₃)	0.774
Motivation (Y ₁)	0.938
Performance (Y ₂)	0.957

Source: Processed Data in SPSS 2023

Table 5 shows that all variables met the composite reliability criteria as all values exceeded the suggested threshold of 0.7.

After conducting a thorough evaluation, which involved assessing convergent validity, discriminant validity, and composite reliability, we can confidently state that the indicators used to measure latent variables are both valid and reliable.

Inner Model Evaluation (Structural Model Evaluation)

The structural model, commonly referred to as the inner model, was analysed to investigate the connections between variables, assess the importance of these connections, and calculate the R-square value of the research model. The evaluation of the structural model involved assessing the significance of the coefficients related to the structural path parameters.

T-tests were conducted for the dependent variable. The evaluation of the inner model began by analysing the R-square value.

The R-square value for the Motivation variable (Y₁) was found to be 0.681. The finding suggests that a significant portion, specifically 68.1%, of the impact on Motivation can be ascribed to the control system, leadership, and entrepreneurial attitude. By contrast, the remaining 31.9% is impacted by additional, yet to be determined, factors.

In addition, an analysis of the internal model unveiled an R-square value of 0.846 for the Performance variable (Y₂). Based on the data, it can be inferred that a significant portion, specifically 84.6%, of the variation in the performance variable can be explained by the influence of Motivation as an intervening variable in the relationship between the control system, leadership, and entrepreneurial attitude. Other unidentified factors not explicitly included in the model influence the remaining portion of the variance.

Hypothesis Testing

This study employed the bootstrapping technique, which entails randomly selecting new samples of size N from the original dataset of size n. This technique enables the estimation of the variability and significance of the relationships between variables.

The study employed simultaneous testing, utilising the t-statistic, to assess the overall significance of the impact of the exogenous variables (Xi) on the endogenous variable Y. The t-statistic is used to compare the calculated T-value with the T-table value. The null hypothesis is accepted if the T-statistic value is less than the T-table value (T-Statistic < T-table). Conversely, the null hypothesis is rejected if the T-statistic value exceeds the T-table value (T-Statistic > T-table).

The T-table value for this investigation, which included 139 observations with a significance level of 0.05, was calculated to be 1.977692 (rounded to 1.978). This

value is a crucial threshold used to determine whether hypotheses should be accepted or rejected. The table below displays the comprehensive outcomes of the

hypotheses examined in this study, offering valuable insights into the connections between variables and their corresponding levels of importance.

Table 6: Path Analysis Results.

Hypothesis	Relationship	Original Sample (O)	T Statistics (O/STDEV)	P Values	Conclusion
H ₁	Control System has a positive effect on Motivation	0.251	2.327	0.020	Accepted
H ₂	Leadership has a positive effect on Motivation	0.610	6.337	0.000	Accepted
H ₃	Entrepreneurial attitude has a positive effect on Motivation	0.056	0.949	0.343	Rejected
H ₄	Motivation has a positive effect on Performance	0.348	3.960	0.000	Accepted
H ₅	Control System has a positive effect on Performance	0.058	0.816	0.415	Rejected
H ₆	Entrepreneurial attitude has a positive effect on Performance	0.036	1.130	0.259	Rejected

For details, the results of the hypothesis test can be illustrated in Figure 2 below:

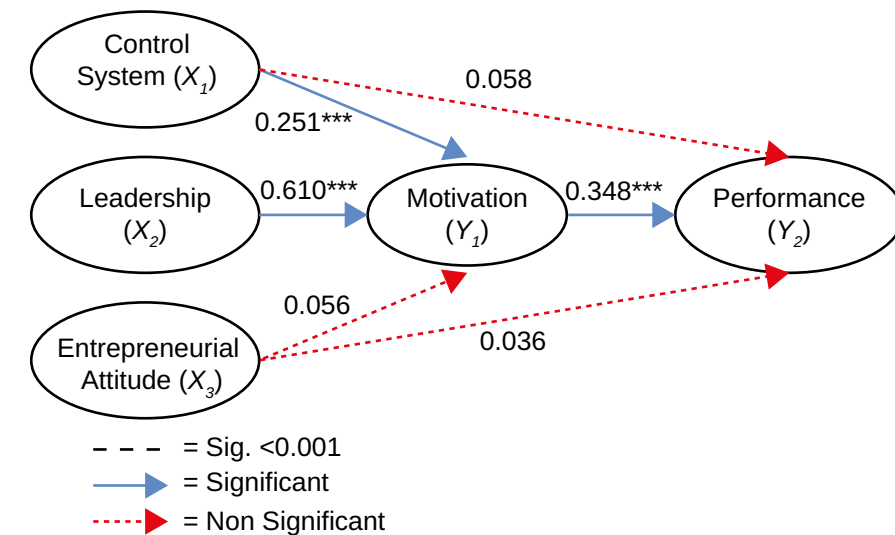


Figure 2: Path Analysis Results.

5. Discussion

The Effect of Control System on Work Motivation

The data analysis revealed noteworthy and favourable findings, suggesting that the control system has a positive influence on motivation. The results of our research align with the findings of the study conducted by Putri et al. in 2023, while they diverge from the conclusions drawn by Jensen et al. in 2013.

Through an in-depth review, it was found that there is a requirement for additional references. Additionally, it was observed that handling purchases took more time compared to personal selling. However, the

performance of salespeople is evaluated on a quarterly basis, resulting in them falling short of the organisation's expectations. Supervisors need to identify salespeople who can manage the fleet of business customers based on the requirements for directly handling the client fleet. Following that, managers are expected to oversee and provide feedback on the fleet managed while establishing realistic goals for the selected salespeople.

Extensive testing has revealed that individuals' education, experience, age, and gender do not influence their opinions on the control system. The training of the salespeople resulted in varying

perspectives among those who responded regarding system control. It was widely recognised that the supervisors' understanding of the reasons behind implementing control systems increased as they received more training. The business should provide salespeople with relevant and up-to-date training to enhance their sales negotiation skills and improve their overall performance.

The Effect of Leadership on Work Motivation

Through data investigation, it has been found that leadership has a positive and significant impact on motivation. The findings align with the research conducted by Sari (2014), Tampi (2014), Putra (2015), and Utami (2015). Based on the findings of the descriptive analysis, it was generally observed that most salespeople expressed agreement regarding the implementation of company policies and regulations by their supervisors, although some areas were identified as needing improvement. Additionally, there is room for further improvement in the cooperation between managers and branch heads to ensure standardisation of sales activities and procedures, specifically in relation to sales discount policies.

Based on the difference test, it was found that respondents' opinions on supervisory leadership did not vary based on their education, tenure, age, gender, or training. All participants unanimously acknowledged the effective leadership qualities exhibited by their respective supervisors.

The Effect of Entrepreneurial Attitude on Work Motivation

The data analysis revealed that there was no notable impact of entrepreneurial attitude on work motivation. The findings of this study differ from earlier research (Wibisono & Thao, 2023; Widayat & Ni'matuzahroh, 2017) which showed a positive correlation between entrepreneurial attitude and employee motivation, performance, and organisational performance enhancement.

Based on the descriptive analysis, it is evident that a significant percentage of respondents (59.2%) expressed a strong determination to achieve sales targets, including both personal goals and those established by the company.

According to the results of the one-way ANOVA, there were observed differences in entrepreneurial attitudes among respondents depending on their

level of training. It was noted that salespeople who received extensive training showed more positive reactions to product offers aimed at fleet users. Advanced negotiation skills gained through higher-level training programmes enable salespeople to effectively engage with consumers during the offering process, fostering entrepreneurial attitudes.

The Effect of Motivation on Performance

Through data investigation, it was found that motivation has a significant and positive effect on performance. The findings from the studies conducted by Istifadah and Santoso (2019) and Sudiyono and Qomariyah (2018) are consistent with the results of this study. The ANOVA test results indicate variations in the levels of training among respondents who are motivated by different factors. The findings indicate that the salespeople's understanding of the company's objectives increased in correlation with their level of training. Salespeople understand that the goals established by the business result from extensive market and competitive research. They viewed the established objectives as a source of inspiration rather than a burden, motivating them to achieve their goals.

Based on the descriptive analysis, most participants expressed pride in working for Toyota. They attributed this to the strong community support for the brand, which plays a significant role in Toyota's dominance in Indonesia's automotive industry. Based on the descriptive analysis, most participants expressed pride in working for Toyota. They attributed this to the strong community support for the brand, which plays a significant role in Toyota's dominance in Indonesia's automotive industry. Therefore, it is crucial for the company to uphold and enhance the motivation of its salespeople through suitable rewards for their achievements or even consequences for errors.

The Effect of Control System on Performance

The data analysis reveals that the control system has a limited impact on performance. The results of this study are consistent with a previous investigation conducted by Safari and colleagues in 2017. It is recommended to conduct additional research that builds upon the findings of Jensen et al. (2013), which explores the role of control systems as a moderating variable. Similarly, Verburg et al. (2018) investigate the impact of control systems on performance, specifically through the lens of organisational trust.

The indicator with the lowest average was X12, specifically in relation to the salespeople's monitoring of product offers to companies. Respondents acknowledged their potential for improvement in making offers to companies. This is possible because salespeople are assessed on a quarterly basis for achieving their objectives, while managing purchases requires more time compared to personal selling. Furthermore, based on the findings of the descriptive study, it was observed that most of the participants expressed confidence in their supervisors' ability to provide effective solutions when salespeople encounter challenges in the sales process. Nevertheless, it would be more desirable if managers maintained a "personal approach" when handling salesmen who demonstrate exceptional potential compared to their peers. The managers have an opportunity to enhance the performance of the salesman in question by employing a personalised approach.

The Effect of Entrepreneurial Attitude on Performance

The data analysis results indicate that there is no statistically significant impact of entrepreneurial attitude on performance. The findings are consistent with the study mentioned earlier (Sukirman, 2017), but they are in contrast with the results from other studies (Wibisono & Thao, 2023; Widayat & Ni'matuzahroh, 2017). Based on the feedback received, it is evident that the sales team should focus on improving their promotional efforts and creating effective e-business advertisements on social media and other online platforms. A significant portion of the participants, 45% to be precise, acknowledged the challenge at hand. One aspect that salespeople have highlighted for improvement is the need to align personal sales targets with current economic conditions. This concern was expressed by 49% of the sales team.

This condition is of particular importance to the company. Consistent and continuous training is necessary to effectively reach a wider range of potential consumers through technology and social media. Providing salespeople with market analysis information can help them make informed decisions and adjust their personal sales targets in response to changing economic conditions, enabling them to reason effectively in fast-paced situations. Information can be shared through various mediums such as webinars, concise videos, or during meetings with leaders.

6. Conclusion, Suggestion, and Limitation

The control system has a strong and meaningful effect on motivation. It suggests that the level of motivation among employees is directly related to the influence of the company's and supervisor's control systems. Research indicates a clear and significant positive relationship between leadership and motivation. Due to challenges faced by salespeople in utilising e-business for marketing and promotion, their capacity to reach a broader audience is constrained. This condition highlights the direct impact of a supervisor's leadership skills on the motivation of their staff members. The presence of motivation has a notable impact on performance, yielding positive outcomes. Increased motivation levels have been found to positively impact the performance of salespeople.

However, the control system has minimal effect on performance. A potential factor that may have influenced this finding is the salespeople's suboptimal approach to negotiations and presenting offers. The necessity for additional references and the more time-consuming nature of business-to-business transactions, as opposed to personal selling, can account for negotiations and the formulation of offers.

Regularly monitoring the fleet of corporate customers is essential for supervisors. In addition, it is essential to ensure that salespeople are properly matched with the necessary qualifications and skills to effectively handle a fleet. Following this, managers are expected to exercise control and provide feedback on the fleet managed, while establishing realistic goals for the selected salespeople. Effective coordination between supervisors and branch heads is essential for the establishment of standardised sales rules and activities, with a specific focus on sales discount programmes. For supervisors to effectively address any complaints that may arise during sales activities, they need to undergo training in "handling complaints." Furthermore, it is crucial for the company to maintain and improve the motivation of its sales team by offering appropriate rewards or consequences based on their performance. Lastly, to boost the salespeople's entrepreneurial mindset, it would be beneficial for the company to offer current training that caters to the salespeople's requirements for conducting sales promotions and negotiations, particularly when it comes to carrying out online marketing through e-business.

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