



Research Article

Work Motivation and Work Ability as Determinants of Sales Employee Performance: The Moderating Role of The External Environment at PT XYZ

Muhammad Akbar Sahala Lubis¹, Nilda Tri Putri², Insannul Kamil³

^{1,2,3} Industrial Engineering, Faculty of Engineering, Universitas Andalas, Padang, Indonesia

ARTICLE INFO

Received :
Accepted :
Published :

KEYWORDS

CORRESPONDENCE

E-mail Corresponding Author:
muh.akbar.sahala@gmail.com

E-mail Co-Author:
insannulkamil@eng.unand.ac.id
nildatp@eng.unand.ac.id

ABSTRACT

PT XYZ experienced a substantial decline in domestic sales performance in 2024 despite a relatively stable number of sales employees. This situation indicates that organizational sales performance should be examined not only from aggregate sales outcomes but also from employee-level factors and the contextual conditions surrounding sales activities. This study examines the relationships between work motivation, work ability, and sales employee performance and investigates whether the external environment changes the strength of these relationships. A quantitative explanatory design was applied using a census of 75 domestic sales employees at PT XYZ. Data were collected through a five-point Likert-scale questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The measurement model was assessed using outer loadings, Average Variance Extracted (AVE), cross loadings, the Fornell-Larcker criterion, Cronbach's alpha, and composite reliability. The structural model was evaluated using R^2 , f^2 , and bootstrapping. The results show a positive and significant relationship between work motivation and sales employee performance ($\beta = 0.517$; $p < 0.001$) and between work ability and performance ($\beta = 0.272$; $p = 0.009$). The interaction between work motivation and external environment is positive and significant ($\beta = 0.373$; $p = 0.023$), whereas the interaction between work ability and external environment is negative but not significant ($\beta = -0.087$; $p = 0.392$). The model explains 66.8% of the variance in sales employee performance. The findings suggest that the external environment functions as a meaningful contextual condition for the conversion of motivation into sales performance, but not for the relationship between work ability and performance in the observed setting.

Keywords: External Environment; PLS-SEM; Sales Employee Performance; Work Ability; Work Motivation

1. INTRODUCTION

The manufacturing sector has an important role in supporting economic development because manufacturing activities contribute to industrial output, employment, value creation, and the formation of gross domestic product. Within the broader manufacturing and energy-related ecosystem, the lubricant industry is strategically important because lubricants support the operational reliability and longevity of machinery in both automotive and industrial applications. In Indonesia, lubricant demand has shown a consistent upward trend.

The importance of sales employee performance becomes increasingly evident from the performance trend of PT XYZ. The company recorded positive growth in sales volume and revenue in 2021–2023, followed by a sharp contraction in 2024. Sales volume growth decreased to –11.31% and sales revenue growth decreased to –10.98%, while the number of sales employees remained relatively stable at 75 employees in 2024. This condition suggests that the decline in organizational sales performance cannot be explained simply by changes in workforce size. The problem should instead be examined through the individual and contextual determinants of sales employee performance.



Employee performance is a central outcome in human resource management because it reflects the extent to which employees accomplish tasks and contribute to organizational objectives. Employee performance is influenced by individual capabilities, understanding of work responsibilities, and motivational conditions. Nurfitriani (2022) emphasizes that employee performance is affected by ability, task understanding, and motivation. In sales work, performance is commonly reflected through sales achievement, sales growth, and customer growth. These performance dimensions require employees to maintain customer relationships, identify business opportunities, communicate value propositions, negotiate, and respond to changing market conditions.

One of the most important internal factors associated with employee performance is work motivation. Work motivation refers to the psychological force that drives individuals to act toward specific goals. Employees with high levels of motivation are more likely to demonstrate initiative, persistence, and responsibility in performing their duties. Farida (2022) explains that motivation functions as an internal force that directs behavior toward goal achievement, while Hindriani and Rosa (2025) found that intrinsic motivation contributes to employee performance. In sales functions, motivation is particularly relevant because employees frequently face performance targets, customer rejection, competitive pressure, and variable sales opportunities. Motivated employees are more likely to actively search for prospects, maintain customer relationships, and persist in achieving sales targets.

Empirical studies also provide substantial evidence that motivation is related to employee performance. Wulandari et al. (2022) found that interpersonal capability, psychological capital, and supervisory support affect sales force performance, illustrating the importance of employee-level and organizational conditions in sales work. Abdullah et al. (2024) reported a significant relationship between compensation, motivation, and employee performance among sales employees. Meinitasari (2023), Hidayat and Atmajawati (2022), and Putranto and Wijaya (2024) also identified motivation as an important determinant of employee performance. These findings indicate that motivation is not merely an attitudinal construct but a factor with measurable consequences for work outcomes.

A second internal factor considered in this study is work ability. Work ability represents the extent to which an employee possesses the knowledge, skills, and capacity required to perform assigned tasks effectively. In the context of sales employees, work ability is reflected not

only in product knowledge but also in communication, negotiation, customer relationship management, adaptation, and the ability to operate under target pressure.

The relationship between work ability and employee performance has received considerable attention in previous research. Wuwungan et al. (2020) reported that work ability and work motivation significantly affect employee performance. Dewi et al. (2023) also found significant effects of work ability, motivation, and work discipline on employee performance. Prastiwi et al. (2022), however, found that work ability was not significant in one organizational context, demonstrating that the role of ability may depend on the characteristics of the job and organizational environment. This difference indicates the need for further empirical examination, particularly in sales-intensive industrial settings.

The internal factors of motivation and ability, however, do not operate in isolation. Sales employees perform their activities within an external environment that includes market conditions, technological changes, government policy, customer behavior, and competitive intensity. The indicators used in the study consist of socioeconomic conditions, technology, government, and competitors.

The external environment is particularly relevant in the lubricant industry because sales employees operate in markets characterized by technological developments, changing customer preferences, government regulations, and competitive pricing. Ermaya (2021) showed that the external environment can affect organizational performance through the opportunities and constraints it creates.

This consideration creates a research gap. Most studies examine work motivation and work ability as direct determinants of employee performance, while fewer studies examine whether the external environment changes the strength of these relationships, particularly among sales employees in the lubricant industry. The use of the external environment as a moderating variable allows the relationship between internal employee factors and performance to be analyzed more contextually.

The state of the art of this study therefore lies in integrating two employee-level determinants—work motivation and work ability—with an environmental moderator within a single PLS-SEM model. This framework is particularly relevant to sales work because sales performance depends on the interaction between employee behavior and market conditions. The study contributes empirical evidence from PT XYZ, an industrial company operating in Indonesia's competitive lubricant market, and provides practical

implications for the design of sales human resource policies.

The contribution of this research is the empirical identification of which internal factors most strongly affect sales employee performance and whether external environmental conditions alter those relationships. The results are expected to support more targeted human resource interventions by distinguishing between factors that can be directly managed by the company and factors that require adaptive organizational responses.

Based on the above discussion, this study aims to: (1) analyze the effect of work motivation on sales employee performance; (2) analyze the effect of work ability on sales employee performance; (3) examine whether the external environment moderates the effect of work motivation on sales employee performance; and (4) examine whether the external environment moderates the effect of work ability on sales employee performance.

2. METHOD

1. Research Design

This study employed a quantitative explanatory research design. The explanatory approach was selected because the research focuses on testing theoretically formulated relationships among latent variables. Data were collected using a survey questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The use of PLS-SEM was consistent with the research objective of simultaneously assessing direct relationships and moderation effects among multiple latent constructs. PLS-SEM was selected because the model includes latent variables measured by multiple indicators and contains interaction effects involving a moderating variable.

2. Research Location, Population, and Sample

The research was conducted at PT XYZ and focused on employees involved in domestic retail and industrial sales activities. The population consisted of domestic sales employees, including Sales Executive Retail, Sales Area Manager Retail, Sales Area Supervisor Retail, Sales Executive Industry, Sales Area Manager Industry, and Sales Area Supervisor Industry. The total population was 75 employees.

Because the population size was relatively small and the study intended to represent the complete population of domestic sales employees, the entire population was used as the research sample. Thus, 75 questionnaires were distributed and all 75 employees participated in the study. The questionnaire was administered online through Google Forms from 1 to 14 March 2025.

3. Research Variables and Measurement

The study consisted of one dependent variable, two independent variables, and one moderating variable. The constructs were measured using a five-point Likert scale ranging from strongly disagree to strongly agree.

Table 1. Operationalization of research variables

Variable	Code	Indicators
Work Motivation	MK	Need for achievement; need for affiliation; need for power
Work Ability	KM	Work capacity; education; tenure
External Environment	LE	Socioeconomic conditions; technology; government; competitors
Sales Employee Performance	KK	Sales; sales growth; customer growth

The measurement items were adapted from previous studies identified. Work motivation was measured using nine items, work ability using nine items, external environment using twelve items, and sales employee performance using nine items. The questionnaire therefore initially consisted of 39 measurement items.

4. Data Analysis

The data analysis consisted of descriptive statistics, measurement model evaluation, structural model evaluation, and hypothesis testing. The measurement model, or outer model, was evaluated using convergent validity, discriminant validity, and reliability. Convergent validity was assessed through outer loading and Average Variance Extracted (AVE). The study followed the criteria, where outer loading values above 0.700 and AVE values above 0.500 were considered acceptable.

Discriminant validity was evaluated using cross loading and the Fornell–Larcker criterion. The Fornell–Larcker criterion requires the square root of AVE for each construct to exceed the correlations between that construct and the other constructs. Reliability was assessed using Cronbach's alpha and composite reliability. A value above 0.700 was used as the minimum criterion for reliability.

The structural model was evaluated using R-square and effect size (f^2). Hypothesis testing was performed using a bootstrapping procedure in SmartPLS 4. A p-value below 0.050 was interpreted as evidence of statistical significance, while the study also considered a t-statistic greater than 1.960 for a 5% significance level.

3. RESULT AND DISCUSSION

Respondent Characteristics

A total of 75 valid responses were obtained. The respondent profile shows that the sales workforce was predominantly male. Sixty-seven respondents (89%) were male and eight respondents (11%) were female. This composition reflects the demographic structure of the sales workforce included in the research.

The age distribution indicates that the sample consisted of employees at different career stages. Respondents aged 21–25 years accounted for 5%, respondents aged 26–30 years for 31%, respondents aged 31–35 years for 29%, respondents aged 36–40 years for 19%, and respondents aged 41–45 years for 16%.

Table 2. Respondent characteristics

Characteristic	Category	n	Percentage
Gender	Male	67	89%
	Female	8	11%
Age	21–25 years	4	5%
	26–30 years	23	31%
	31–35 years	22	29%
	36–40 years	14	19%
	41–45 years	12	16%

The distribution indicates that the research covers a workforce with a substantial proportion of employees in their late twenties and thirties. This is relevant because the sales function requires a combination of experience, customer interaction skills, and the ability to adapt to market developments.

Descriptive Statistics

Descriptive analysis was conducted using the minimum, maximum, mean, and standard deviation of each questionnaire item. The respondents generally provided positive assessments across the four constructs, as reflected by item means that were predominantly above 3.8 on a five-point scale. For work motivation, the highest recorded mean was 4.613 for MK2, while the lowest was 3.800 for MK6. For work ability, the item means ranged from 3.907 to 4.347. For the external environment, means ranged from 3.867 to 4.320. For sales employee performance, means ranged from 3.680 to 4.360.

These descriptive results indicate that respondents generally perceived their motivation, ability, external environment, and performance positively. However, descriptive perceptions do not by themselves establish causal relationships. Therefore, the subsequent PLS-SEM analysis was necessary to test the proposed relationships statistically.

Measurement Model Evaluation

Convergent Validity

The initial estimation revealed that several indicators had outer loading values below 0.700. The initial AVE values were 0.480 for sales employee performance, 0.454 for work ability, and 0.365 for the external environment, indicating that the initial model did not fully meet the convergent validity criteria. Consequently, indicators with inadequate outer loadings were removed through re-estimation. The deleted indicators were KK1, KK5, KK6, KK7, KM2, KM4, KM6, KM8, KM9, LE2, LE3, LE5, LE6, LE9, LE11, LE12, MK2, MK6, MK7, and MK8. The remaining indicators all had outer loading values greater than 0.700.

Table 3. Outer loading after model re-estimation

Construct		Indicator	Outer Loading
Sales Employee Performance		KK2	0.863
		KK3	0.849
		KK4	0.896
		KK8	0.877
		KK9	0.822
Work Ability		KM1	0.926
		KM3	0.887
		KM5	0.872
		KM7	0.886
External Environment		LE1	0.821
		LE4	0.854
		LE7	0.883
		LE8	0.899
		LE10	0.911
Work Motivation		MK1	0.930
		MK3	0.934
		MK4	0.929
		MK5	0.955
		MK9	0.885

All retained indicators satisfy the minimum outer loading criterion. The AVE values also increased substantially after re-estimation, with values of 0.743 for sales employee performance, 0.797 for work ability, 0.764 for external environment, and 0.859 for work motivation.

Table 4. Average Variance Extracted after re-estimation

Construct	AVE
Sales Employee Performance	0.743
Work Ability	0.797
External Environment	0.764
Work Motivation	0.859

The AVE values exceed 0.500 for all constructs, indicating that each construct explains a satisfactory proportion of variance in its indicators. The re-estimation therefore improved the measurement quality of the model. The use of item elimination should be interpreted carefully, however, because excessive item deletion can narrow the empirical representation of a construct. In this study, the retained indicators remain sufficient to represent the conceptual domains specified in the research model.

Discriminant Validity

Discriminant validity was evaluated through cross loading and the Fornell–Larcker criterion. The retained indicators demonstrated higher loading on their respective constructs than on the other constructs. For example, KK2 loaded 0.863 on sales employee performance compared with 0.625, 0.514, and 0.421 on the other constructs, while KM1 loaded 0.926 on work ability compared with 0.606, 0.502, and 0.456 on the other constructs. The Fornell–Larcker results also supported discriminant validity.

Table 5. Fornell–Larcker criterion

Construct	Performance	Work Ability	External Environment	Work Motivation
Sales Employee Performance	0.862	0.689	0.630	0.652
Work Ability	0.689	0.893	0.538	0.498
External Environment	0.630	0.538	0.874	0.762
Work Motivation	0.652	0.498	0.762	0.927

The diagonal elements represent the square root of AVE. Each diagonal value is higher than the correlations between the corresponding construct and other constructs. The results therefore support discriminant validity according to the procedure applied.

Nevertheless, methodological literature has noted that the Fornell–Larcker criterion and cross-loading approaches can have limitations in detecting certain forms of discriminant validity problems, and HTMT has been proposed as an additional criterion in PLS-SEM. Henseler et al. (2015) specifically recommend HTMT as a more sensitive complementary approach. Therefore, for future work, the current model may be strengthened by including HTMT assessment in the validation stage.

Reliability

The reliability tests produced satisfactory results for all constructs.

Table 6. Reliability results

Construct	Cronbach's Alpha	Composite Reliability
Sales Employee Performance	0.913	0.915
Work Ability	0.915	0.919
External Environment	0.923	0.935
Work Motivation	0.959	0.961

All Cronbach's alpha and composite reliability values exceed 0.700. Therefore, the measurement model demonstrates adequate internal consistency.

The relatively high reliability coefficients suggest that the retained indicators consistently represent their respective constructs. Hair et al. (2021) explain that reliability assessment is essential for ensuring consistency before interpreting the structural relationships in a PLS-SEM model.

Structural Model Evaluation

Coefficient of Determination

The coefficient of determination for sales employee performance is 0.668. This means that work motivation, work ability, external environment, and the tested interaction effects collectively explain 66.8% of the variance in sales employee performance, while the remaining 33.2% is attributable to variables outside the model.

Table 7. R-square

Endogenous Construct	R-square	Interpretation
Sales Employee Performance	0.668	Moderate

The R-square value demonstrates that the proposed model possesses meaningful explanatory capability. However, the unexplained 33.2% also indicates that other factors, such as leadership, organizational culture, compensation, job stress, workload, or other contextual characteristics, may contribute to employee performance.

Effect Size

The effect size results indicate that work motivation has a moderate contribution to sales employee performance, while work ability, external environment, and the work ability–external environment interaction have smaller effect sizes.

Table 8. Effect size (f^2)

Predictor	f^2	Category
Work Motivation	0.247	Medium
Work Ability	0.101	Small
External Environment	0.098	Small
Work Ability $\times$ External Environment	0.013	Small

The results demonstrate that work motivation is the most substantively influential predictor in the model. The thesis reports that work motivation provides the strongest structural contribution to changes in sales employee performance among the tested variables.

Hypothesis Testing

Hypothesis testing was conducted using bootstrapping. The results are presented in Table 9.

Table 9. Path coefficients and hypothesis testing

Relationship	β	t-statistic	p-value	Decision
Work Ability $\rightarrow$ Performance	0.272	2.621	0.009	Accepted
External Environment $\rightarrow$ Performance	0.319	2.466	0.014	Significant direct effect
External Environment $\times$ Work Ability $\rightarrow$ Performance	-0.087	0.857	0.392	Rejected
External Environment $\times$ Work Motivation $\rightarrow$ Performance	0.373	2.280	0.023	Accepted
Work Motivation $\rightarrow$ Performance	0.517	3.673	<0.001	Accepted

Discussion

Effect of Work Motivation on Sales Employee Performance

The first hypothesis is supported. Work motivation has a positive and statistically significant effect on sales employee performance, with a path coefficient of 0.517 and p-value < 0.001. The magnitude of the coefficient indicates that work motivation is the strongest direct predictor among the variables examined in the model. This finding is consistent with the sales nature of the employees' work. Sales employees operate under target-based performance systems, where persistence, initiative, customer engagement, and willingness to pursue opportunities are critical. Employees who possess stronger

achievement motivation are more likely to pursue targets actively and respond persistently to obstacles.

The result is consistent with previous empirical findings reported by Abdullah et al. (2024), Hidayat and Atmajawati (2022), Meinitasari (2023), Putranto and Wijaya (2024), and Wuwungan et al. (2020), which generally identify motivation as an important determinant of employee performance. From a managerial perspective, the result indicates that motivation should be addressed through both financial and non-financial mechanisms. Performance-based incentives, fair commissions, recognition, career opportunities, and participation in target setting may strengthen employees' willingness to pursue performance objectives. The practical implication is that increasing sales employee performance should not rely exclusively on target pressure. Performance systems need to provide a motivational structure in which employees perceive a clear relationship among effort, achievement, recognition, and development opportunities.

Effect of Work Ability on Sales Employee Performance

The second hypothesis is also supported. Work ability has a positive and significant effect on sales employee performance, with $\beta = 0.272$ and $p = 0.009$. This result indicates that sales employees with better work-related capabilities are more likely to perform effectively. In sales work, capability is manifested in product understanding, communication, customer analysis, negotiation, adaptation, and execution of sales strategies. Employees who possess these competencies can more effectively convert customer needs into value propositions and sales opportunities.

The finding is consistent with Wuwungan et al. (2020), Dewi et al. (2023), and Harefa and Telaumbanua (2022), who reported significant relationships between employee capability and performance. At the same time, the result differs from Prastiwi et al. (2022), who reported a non-significant effect of work ability in a different organizational context. This contrast suggests that the effect of ability may be contingent upon job characteristics, organizational systems, and the nature of the work environment.

The finding has a direct implication for sales capability development. Training should not be limited to generic sales theory but should address specific capabilities required in the lubricant industry, including technical product knowledge, negotiation, communication, customer relationship management, market analysis, and digital sales tools.

Moderating Effect of the External Environment on the Relationship between Work Motivation and Performance

The third hypothesis is supported. The interaction between work motivation and the external environment has a positive and significant effect on sales employee performance, with $\beta = 0.373$ and $p = 0.023$. This result is important because it demonstrates that motivation operates differently depending on the external conditions experienced by the sales workforce. In a supportive external environment, motivated employees may be able to translate their effort into performance more effectively. For example, favorable market conditions, useful technology, supportive government policies, and manageable competitive conditions may provide opportunities through which employee motivation can produce better sales outcomes.

Conversely, highly motivated employees may experience difficulty converting effort into results when external barriers are strong. This reinforces the conceptual argument that internal motivation should not be studied independently from contextual conditions. The result supports the proposition that companies need to manage external environmental factors such as socioeconomic developments, technological change, government policy, and competitive intensity.

The managerial implication is that PT XYZ should develop external-environment intelligence as part of sales management. Sales employees need timely market information, competitor intelligence, customer trend information, technology support, and adaptive policies. Such support can allow existing employee motivation to be converted more effectively into sales performance. This finding also contributes to the research gap identified in the introduction. It demonstrates that motivation is not simply a purely internal predictor of performance. Its impact is partly contextualized by the external environment in which employees perform their activities.

Moderating Effect of the External Environment on the Relationship between Work Ability and Performance

The fourth hypothesis is not supported. The interaction between work ability and the external environment has $\beta = -0.087$ and $p = 0.392$. Thus, the external environment does not significantly moderate the relationship between work ability and sales employee performance. This result indicates that although work ability directly improves performance, variation in the external environment does not significantly alter that relationship in this sample. One possible interpretation based on the empirical structure of the study is that work ability operates as a more stable individual capability, whereas the external environment

may affect motivation more directly than it affects the ability-performance relationship.

Employees may possess sufficient work-related knowledge and skills, yet the way these capabilities are converted into performance can depend on organizational processes and job conditions. Nevertheless, the absence of a significant moderation effect means that the current evidence does not justify concluding that external environmental conditions systematically strengthen or weaken the work ability-performance relationship. The discussion discusses the possibility that unfavorable external conditions may constrain employees despite strong competencies, particularly through market fluctuations, policy changes, technological limitations, and intense competition. However, because the interaction term is statistically non-significant, these contextual mechanisms should be interpreted as managerial considerations rather than statistically supported moderation effects in the present sample.

For management, this means that investment in employee capability development should remain an independent strategic priority. The company should not assume that improving external conditions will automatically make work ability more influential. Capability development should therefore focus directly on product knowledge, negotiation, communication, digital selling, customer management, and market adaptability.

Managerial Implications

The findings provide several implications for PT XYZ. First, work motivation should remain a central element of sales performance management because it produces the largest direct coefficient and the largest effect size among the principal predictors. Management can strengthen motivation through transparent and performance-based incentive mechanisms, recognition, career development, and employee involvement.

Second, capability development should be structured around the actual competence requirements of sales activities. Training needs to combine technical knowledge with customer-facing skills. Periodic capability assessments can be used to identify individual and regional gaps.

Third, the significant interaction between work motivation and the external environment implies that the company needs mechanisms for rapidly translating external information into actionable sales support. Market intelligence, competitor monitoring, policy updates, digital sales tools, and customer trend monitoring can strengthen the effectiveness of motivated employees.

Fourth, the non-significant moderation of work ability indicates that management should not rely on the external environment as a substitute for capability development. Work ability must be strengthened directly through systematic learning and development programs.

Finally, the R-square value of 0.668 indicates that the model explains a substantial proportion of performance variation, but approximately one-third remains unexplained. Future management initiatives should therefore also consider other potential determinants such as compensation, leadership, organizational culture, workload, stress, and job satisfaction.

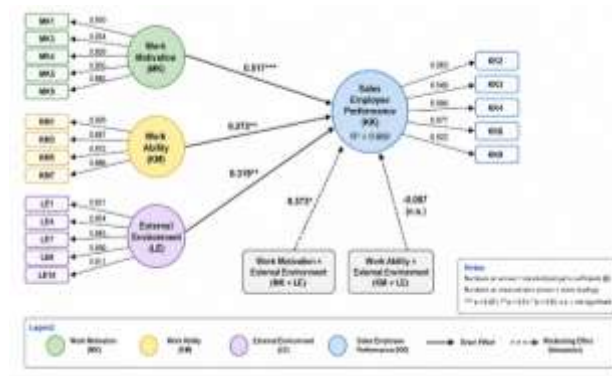


Fig 1. PLS-SEM structural model with standardized path coefficients.

4. CONCLUSION

This study examined the effects of work motivation and work ability on sales employee performance at PT XYZ and assessed the moderating role of the external environment. Based on data from 75 domestic sales employees and PLS-SEM analysis, four main conclusions can be drawn.

First, work motivation has a positive and significant effect on sales employee performance. With $\beta = 0.517$ and $p < 0.001$, work motivation represents the strongest direct predictor in the proposed model. This result emphasizes the importance of achievement orientation, affiliation, recognition, and performance-related motivational mechanisms in sales work.

Second, work ability has a positive and significant effect on sales employee performance, with $\beta = 0.272$ and $p = 0.009$. The finding confirms that the capability of employees to perform sales activities effectively is important in achieving organizational performance.

Third, the external environment significantly moderates the relationship between work motivation and sales

employee performance. The interaction coefficient of 0.373 with $p = 0.023$ indicates that favorable external environmental conditions strengthen the ability of employee motivation to translate into performance.

Fourth, the external environment does not significantly moderate the relationship between work ability and sales employee performance. The interaction coefficient of -0.087 with $p = 0.392$ indicates that the external environment does not significantly change the impact of work ability on performance in the observed sample.

The structural model produces an R-square value of 0.668, indicating that the variables included in the model explain 66.8% of the variance in sales employee performance. The result confirms that the proposed framework has meaningful explanatory power while also indicating the relevance of additional variables for future research.

For PT XYZ, the findings suggest that improvement of sales performance should prioritize work motivation and employee capability while simultaneously creating responsive mechanisms for managing external environmental changes. The company should strengthen performance-based motivation, continuous sales capability development, market intelligence, technology utilization, and adaptive sales policies.

For future research, additional predictors such as leadership, organizational culture, compensation, workload, job stress, and job satisfaction can be incorporated to explain the remaining performance variance. Future studies may also use a larger sample, compare different sales regions, or employ longitudinal data to examine how changes in external conditions influence the effectiveness of employee motivation and capability over time. In addition, future PLS-SEM studies may strengthen discriminant validity assessment through HTMT alongside the Fornell–Larcker criterion.

Author Contribution: The author was responsible for conceptualization, methodology, data collection, data analysis, interpretation of results, manuscript preparation, and final approval of the manuscript.

Funding: This research received no external funding.

Acknowledgment: The author acknowledges PT XYZ and the participating sales employees for providing access and participation in the research process.

Conflicts of Interest: The author declares no conflict of interest.

REFERENCES

- Abdullah, A., Recky, & Muttaqin, R. (2024). Pengaruh kompensasi dan motivasi terhadap kinerja karyawan (studi sales pada PT PLN Icon Plus Kota Bandung). *JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi)*, 10(6), 3170–3185. <https://doi.org/10.35870/jemsi.v10i6.3314>
- Alan, A. T. W., Kurniati, R. R., & Trianti, K. (2025). Pengaruh total quality management (TQM) dan motivasi kerja terhadap kinerja karyawan. *JIAGABI (Jurnal Ilmu Administrasi Niaga/Bisnis)*, 14(1), 114–126.
- Aprilia, D., Akbar, D. A., & Anwar, D. (2021). Pengaruh religiusitas terhadap kinerja karyawan melalui motivasi sebagai variabel intervening. *Syntax Literate: Jurnal Ilmiah Indonesia*, 6(1), 200–207.
- Ayunasrah, T., Ratnawati, R., Diana, R., & Ansari, A. (2022). Pengaruh lingkungan kerja terhadap kinerja pegawai dengan kepuasan kerja sebagai variabel mediasi pada Dinas Lingkungan Hidup Kabupaten Bener Meriah. *Jurnal Ilmiah Ilmu Manajemen*, 4(1), 1–10.
- Dewi, L. N., Suhaeli, D., & Hidayati, L. A. (2023). Pengaruh kemampuan kerja, motivasi kerja, dan disiplin kerja terhadap kinerja karyawan. *Borobudur Management Review*, 3(1), 14–31.
- Ermaya, S. K. (2021). Pengaruh lingkungan eksternal terhadap kinerja bisnis: Studi kasus pada industri kreatif digital yang terdaftar di Aspiluki, Jawa Barat. *Adaptasi dan Sinkronisasi Kebijakan Pembangunan Memanfaatkan Momentum New Normal Pasca Covid-19*, 255–264.
- Farida, N. (2022). Fungsi dan aplikasi motivasi dalam pembelajaran. *Education and Learning Journal*, 2(2), 118–125.
- Firman, A., Latief, F., & Dirwan, D. (2024). Efek motivasi kerja, lingkungan kerja dan budaya organisasi terhadap kinerja pegawai. *Paradoks: Jurnal Ilmu Ekonomi*, 7(4), 425–435.
- Fudla, A. R., Winarno, W., & Wisnalmawati, W. (2021). Pengaruh pelatihan dan motivasi terhadap kinerja pegawai dengan kemampuan kerja sebagai variabel intervening. *Sains: Jurnal Manajemen dan Bisnis*, 14(1), 41–55.
- Harefa, P., & Telaumbanua, E. (2022). Pengaruh motivasi kerja dan kemampuan kerja terhadap kinerja pegawai Badan Kepegawaian Daerah Kabupaten Nias Utara. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 5(2), 2299–2309.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). SAGE Publications. <https://doi.org/10.1007/978-3-030-80519-7>
- Hasica, M. I., Isyanto, P., & Yani, D. (2023). Pengaruh motivasi kerja terhadap kinerja pegawai pada Sekretariat DPRD Kabupaten Karawang. *Jurnal Economina*, 2(7), 1535–1545.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43, 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Hidayat, R. S., & Atmajawati, Y. (2022). Pengaruh motivasi, disiplin kerja dan lingkungan kerja terhadap kinerja karyawan di PT Toyota Astra Financial Service Surabaya. *Jurnal Ilmu dan Riset Manajemen*, 11(8).
- Hindriari, R., & Rosa, T. F. (2025). Pengaruh motivasi intrinsik dan insentif terhadap kinerja pegawai pada PT Pos Indonesia (Persero) Kota Tangerang. *Scientific Journal of Reflection: Economic, Accounting, Management and Business*, 8(2), 428–436.
- Meinitasari, N. (2023). Pengaruh motivasi dan disiplin kerja terhadap kinerja karyawan: Studi kasus PT Karya Putra Grafika. *Manajemen Dewantara*, 7(1), 15–31.
- Pering, I. M. A. A. (2020). Kajian analisis jalur dengan structural equation modeling (SEM) SmartPLS 3.0. *Jurnal Ilmiah Satyagraha*, 3(2), 28–48.
- Prastiwi, I. E., Pardanawati, S. L., & Kurniawan, D. (2022). Employee performance: Work ability and work motivation. *International Journal of Economics, Business and Accounting Research*, 6(1), 1–10. <https://doi.org/10.29040/ijebar.v6i1.3122>
- Putranto, C. Z., & Wijaya, E. (2024). Pengaruh beban kerja, stres kerja, motivasi kerja terhadap kinerja karyawan bagian sales PT X. *Jurnal Ekonomi, Manajemen dan Perbankan*, 10(1), 39–56.
- Purwaningtyas, I. F., Perizade, B., Zunaidah, & Widiyanti, M. (2024). The influence of motivation and work ability on employee performance: Study case at PT Jasamarga Tollroad Operator. *Asian Journal of Engineering, Social and Health*, 3(1), 154–161.
- Rahmawati, I., Bagis, F., & Darmawan, A. (2021). Analisis pengaruh pelatihan, motivasi dan stres kerja terhadap produktivitas karyawan pada PT Hyup Sung Indonesia. *Derivatif: Jurnal Manajemen*, 15(2), 317–328.
- Ramadhan, A. R., & Hidayat, R. (2022). The effect of work ability, motivation and physical work environment on employee productivity PT Andhika Pratama Jaya Abadi Deli Serdang. *International Journal of Economics and Business*, 70–77.
- Sahban, M. A., Adinugroho, I., Irawan, I., Khaerudin, R. B., & Legito, L. (2024). Pelatihan pengolahan data penelitian menggunakan aplikasi SmartPLS. *Community Development Journal: Jurnal Pengabdian Masyarakat*, 5(4), 7379–7383.

- Saputra, I. B., Ambarwati, A. N., & Yulianto, S. A. (2024). Analisis perilaku belanja online pada e-commerce dengan menggunakan metode SEM-PLS. *Jurnal Pendidikan Ekonomi Akuntansi dan Kewirausahaan*, 4(1), 25–29.
- Setiawan, M. A., & Mardiana, N. (2022). The effect of motivation and reward system on employee performance with commitment as a mediation variable. *International Journal of Science, Technology & Management*, 3(2), 563–573.
- Sholihin, M., & Ratmono, D. (2021). *Analisis SEM-PLS dengan WarpPLS 7.0 untuk hubungan nonlinier dalam penelitian sosial dan bisnis*. Penerbit Andi.
- Tupti, Z., Simarmata, K. S., & Arif, M. (2022). Faktor-faktor kinerja karyawan dengan motivasi kerja sebagai variabel intervening. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 5(2), 161–176.
- Wahyuni, R., Gani, A., & Syahnur, M. H. (2023). Pengaruh motivasi kerja dan lingkungan kerja terhadap kinerja karyawan. *Paradoks: Jurnal Ilmu Ekonomi*, 6(3), 142–150. <https://doi.org/10.57178/paradoks.v6i3.637>
- Widiartini, N. N. D., & Widhiasthini, N. W. (2025). Pengaruh kemampuan kerja, disiplin, dan motivasi terhadap kinerja karyawan pada PT BPR Lestari Bali. *Jurnal Ekonomi, Manajemen, Bisnis, dan Sosial*, 5(2), 98–110.
- Widyandari, A. A. I. L. (2022). Pengaruh kemampuan kerja, motivasi kerja dan disiplin kerja terhadap kinerja karyawan pada PT BPR Santi Pala. *Doctoral dissertation, Universitas Mahasaraswati Denpasar*.
- Wulandari, W., Nuraini, R., Maghfiroh, F., Darmawan, D., Halizah, S. N., & Mardikaningsih, R. (2022). Pengaruh kemampuan interpersonal, modal psikologi, dan dukungan supervisor terhadap kinerja tenaga penjualan. *TIN: Terapan Informatika Nusantara*, 3(4), 123–131. <https://doi.org/10.47065/tin.v3i4.4103>
- Wuwungan, M. B., Nelwan, O. S., & Uhing, Y. (2020). Pengaruh kemampuan kerja dan motivasi kerja terhadap kinerja karyawan. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 8(1).
- Yusuff, A. A. (2023). *Pengaruh motivasi kerja, kemampuan kerja, dan kedisiplinan terhadap kinerja pegawai*. Penerbit NEM.