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THE EFFECT OF CONTROL SYSTEM AND THE COMPETENECE OF SUPERVISORS ON SALESPERSONS WORK MOTIVATION AND THEIR RELATIONSHIP TO SALESPERSONS PERFORMAANCE AT PT. AGUNG AUTOMALL PEKANBARU

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Abstract: This study is aimed at finding out and analyzing how the effect of the control system and the competence of supervisors on the work motivation of salespersons and their relationship to the performance of salespersons at PT. Agung Automall Pekanbaru. For this purpose, a study was conducted by taking a sample of 139 salespersons of PT. Agung Automall Pekanbaru and the data collection technique employed is a questionnaire. The data analysis model employed is Partial Least Square-Structural Equation Modeling (PLS-SEM). The hypothesis is tested by looking at the *R-Square*, Q-Square and path coefficients to get information on how much the dependent latent variable is influenced by the independent latent variable and the significance test. The results showed that the control system had a positive and significant effect on motivation, competence had a positive and significant effect on motivation, motivation had a positive and significant effect on performance, the control system had no significant effect on performance, competence had a positive and significant effect on performance. From the *R-Square* value, the results showed that the percentage of the effect of the control system and competence on motivation was 68.3% while the remaining 31.7% was influenced by other factors. The percentage of the effect of motivation as an intervening variable, control system, and competence on performance is 0.848, meaning 84.8% while the remaining is caused by other factors. The results of the calculation of the Q^2 value show that the diversity of the research data can be explained by the structural model developed in this study, which is 60.5%. Based on these results, the structural model in this study has a decent goodness of fit.

Keywords: Control System, Competence, Motivation, Performance

1. Introduction

The problem of salespersons always gets serious attention from company management because the company realizes that salespersons are the spearhead of companies that deal directly with consumers. The success of achieving the goals of a company is largely determined by the workforce or employees who have adequate work performance, especially in the current tight business competition. Therefore, the management must be able to meet the needs of employees

both physically, mentally and socially so that employees can increase their work motivation which will have an impact on the company's sales performance.

Likewise with PT. Agung Automall Pekanbaru, which is engaged in automotive marketing services, where the contact between employees in this case the salespersons and consumers is relatively intensive, the sales motivation of the salespersons will be one of the key factors determining the success of the company. Employee performance that is not optimal will be directly felt by consumers which in turn can have an impact on disappointment in consumers. Consumers' disappointment with salespersons services is a threat to the company because these consumers will certainly not reach the stage of being loyal to the products marketed by the company.

Usually, the salespersons who leave Agung Automall Pekanbaru are those whose individual targets have not been achieved. This condition will have an effect on the overall decline in the performance of the salespersons who are spearheading sales at Agung Automall Pekanbaru.

The results of the study (Rosewinda, 2013) concluded that work motivation had an effect on the performance of the salespersons of PT. MRK Diagnostics Semarang. Meanwhile (Mahmud Wibowo, Wahju Wibowo, 2015) stated that leadership had a significant effect on salespersons performance, meaning that salespersons performance will have good performance if the leadership of PT. Margo Pangestu Perkasa has a strong role in carrying out its leadership, where the leader provides work guidelines for doing work to salespersons (managers).

As mentioned by (Yaşar, Unal, & Zaim, 2013), competence is an attitude or character of a person related to his best performance and certain talents he practices and the knowledge he applies to a job. Still as mentioned by (Yaşar et al., 2013), from a management perspective, competencies can be distinguished based on two streams: organization or individual. Human resource management literature focuses on individual competencies.

The well-known competence model is based on ranking by *managerial level*. In general, there are three categories of ranking models, namely 1). The main competencies required by all employees, 2). Managerial competencies required by leaders and functional competencies required for certain positions or professions (Özçelik & Ferman, 2006).

In accordance with the aims and objectives of this research, this research focuses on how the effect of supervisor's managerial competence to motivate the work of salespersons and how it relates to salespersons performance.

The research conducted by (Ackah, 2015; Ismail & Abidin, 2010; Putra, 2015; Yaşar et al., 2013) shows that competence affects employee motivation and performance and will also contribute to improving organizational performance, but this is not the case with the research conducted by (Dubey & Ali, 2011), where the competence of employees in manufacturing companies has a negative relationship to organizational performance. The results of this study contradict previous studies. This was then analyzed and succeeded in finding answers on how to direct competence to have a positive effect on organizational performance.

A research effort that integrates salespersons control systems, supervisor competencies, salespersons motivation and performance will be invaluable and will also become quite interesting research because there is still little literature that devotes attention to these matters.

2. Literature Review

Employee Performance

Bangun (2012) mentions that employee performance is the result of work achieved by someone based on *job requirements*. Employee performance includes the quality and quantity of output as well as reliability at work. Employees can work well if they have high performance so that they can produce good work as well. With the high performance the employees have, it is expected that organizational goals can be achieved. To facilitate employee performance

appraisal, a work standard must be clearly measurable and understandable. Employee performance indicators as mentioned by Mathis and Jackson (2006) include: Quantity, Quality, Time, Attendance and Cooperation Ability

Effect of Control System on Work Motivation

The right control system will be able to increase the work motivation of the salespersons. Control System indicators consist of Monitoring, Evaluation of Progress and the ability to provide feedback (Kusmanto & Sampurno, 2006). Salespersons in carrying out their duties sometimes exceed the limits of their authority so that organizational effectiveness is not achieved, with the right control system in place, they will be able to ensure that salespersons work in accordance with established operational standards. This view is supported by research results (Handayani, 2013; Rosewinda, 2013; Sampurno, 2006; Suhermini, 2011). Based on the theory and previous research, the first alternative hypothesis can be formulated as follows.

H1 : The control system has an effect on the work motivation of the salespersons.

Effect of Control System on Performance

Feinberg & Kennedy (2008) in their study of the performance of salespersons defines a sales control system as *monitoring, directing, evaluating* and *rewarding activities* carried out by the leadership in the company. The greater the involvement of the supervisor in sales activities, the higher the level of salespersons performance. The research conducted by (Sampurno, 2006) concluded that the salespersons control system had an effect on the performance of the salespersons and significantly had high contribution if followed by clear and firm arrangements. Then the alternative hypothesis can be stated as follows:

H2 : The salespersons control system has an effect on the salespersons ‘s performance.

Effect of Competence on Work Motivation

Competence can be defined as the characteristics of a person that can be demonstrated including knowledge, skills and behavior that can increase motivation and work performance and will accumulate to improve overall performance. Competent salespersons mean people who have high work motivation because they will have no difficulty in conquering the challenges of their work and even enjoy their work because they have adequate competence. Michael Zwel (2000) in Wibowo (2012) defines Skills, Experience, Personality Characteristics and Intellectual Ability as indicators of competence. The research conducted by (Ackah, 2015; Ismail & Abidin, 2010; Putra, 2015; Yaşar et al., 2013) shows that competence affects employee motivation and performance and will also contribute to improving organizational performance, but this is not the case with research conducted by (Dubey & Ali, 2011), where employee competence in manufacturing companies has a negative relationship to organizational performance. The results of this study contradict to the previous studies. Based on the theoretical assumptions and the contradicting research results, this study tries to help prove one of these studies with the following alternative hypothesis:

H3 : Supervisor competence has an effect on salespersons’ work motivation.

The Effect of Competence on Performance

Research conducted by (Ackah, 2015; Ismail & Abidin, 2010; Putra, 2015; Yaşar et al., 2013) shows that competence affects employee motivation and performance and will also contribute to improving organizational performance, but this is not the case with research conducted by (Dubey & Ali, 2011), where employee competence in manufacturing companies has a negative relationship to organizational performance. The results of this study contradict the previous studies. Based on the theoretical assumptions and the contradicting research results, this study tries to help prove one of these studies with the following alternative hypothesis:

H4 : The competence of the salespersons affects the performance of the salespersons.

The Effect of Work Motivation on Performance

Work motivation and employee performance are two different things, but both are related in the organization. Work motivation is one of the many that can affect employee performance. Motivation is used as a means of driving an individual to take action in the implementation of performance.

Rahmayanti (2014) states that a management needs to manage and know the performance of its employees, whether it is in accordance with the company's performance standards or not. By knowing the performance, the company will know more about how far the development of the quality of its human resources has been successful effectively. Thus, it can be seen what factors affect performance, both in terms of intrinsic and extrinsic matters of employees. The benefits are mainly to establish programs for developing the quality of human resources. The motivation indicators employed in the study conducted by (Rahmayanti, 2014) are SOP, job security, honor and recognition, work atmosphere and career path.

Research that has succeeded in proving that motivation has an effect on performance was conducted by (Rahmayanti, 2014; Setiawan, 2015). Based on the explanation above, the following hypothesis can be formulated:

H5 : The motivation of the salespersons has an effect on the performance of the salespersons.

From the theory and the results of previous studies that have been described above, the research framework that will be applied to this research is described below:

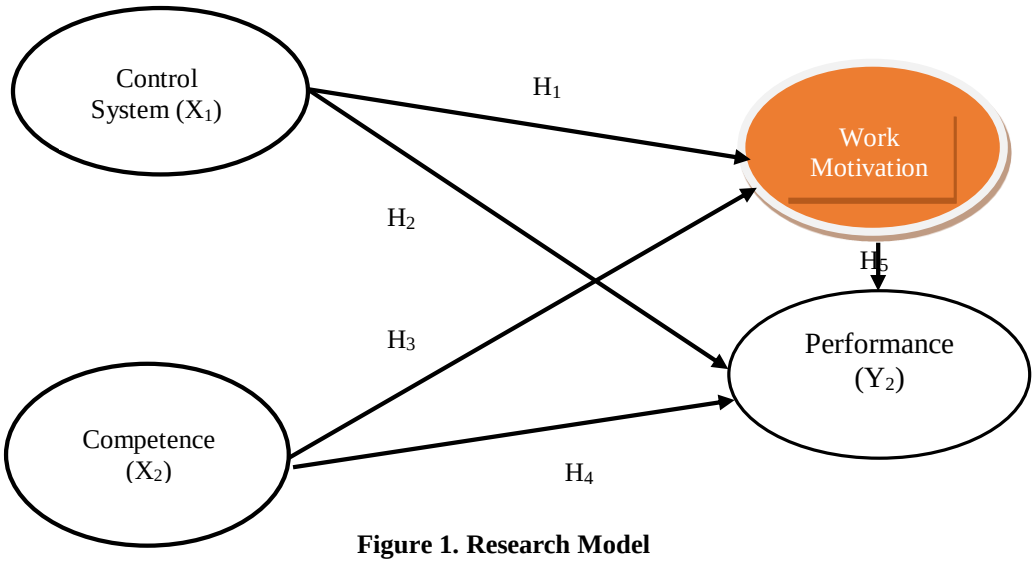

Figure 1. Research Model

3. Method

Object of Research

This study was conducted at PT. Agung Automall Pekanbaru, having its address at Jalan Soetomo no. 13 Pekanbaru, Jalan Soekarno Hatta No. 13 Pekanbaru, Jalan SM. Amin Pekanbaru no. 13 Pekanbaru and Jalan Imam Munandar No. 13 Harapan Raya Pekanbaru.

Data Collection Techniques

The data collection technique employed is a Questionnaire. It is a data collection technique that is done by giving a set of questions or written statements to respondents to answer.

Through this technique, it can be seen the responses, opinions, and attitudes of respondents to the effect of the control system, competence and work motivation of employees. The survey of respondents' answers employed a questionnaire with a *rating scale* technique, and the measurement scale was at the ordinal scale level.

Population and Sample

The population in this study were all salespersons at PT. Agung Automall Pekanbaru, totaling 139 people.

Table 1. Total Population and Research Sample

No	Population Type	Population	Sample	Percentage (%)
1	Wiraniaga PT. Agung Automall Soetomo	39	39	**28 %**
2	Wiraniaga PT. Agung Automall Soekarno Hatta	30	30	**21,6%**
3	Wiraniaga PT. Agung Automall S.M. Amin	32	32	**23 %**
4	Wiraniaga PT. Agung Automall Harapan Raya	38	38	**27,4%**
	Jumlah	139	139	100%

Source: PT. Agung Automall Pekanbaru

From the number of salespersons, technically, all salespersons were involved as respondents.

Data Collection

Data collection was conducted through questionnaires submitted to each respondent. With regard to the measurement scale in the preparation of the questionnaire, the researcher employed a numerical scale, i.e. the Likert scale, namely 1-7 alternative answers to measure respondents' attitudes.

The Likert scale is a bipolar continuum scale, where at the left end is a negative answer and at the right end is a large number that describes a positive answer. This Likert scale is designed to allow respondents to give an assessment in various levels/ratings on each research statement. Likert scale used is from 1-7 (Cooper and Emory, 1996: 184).

Analysis Technique

Path Analysis Hypothesis Testing with PLS-SEM

Broadly, there are two types of SEM (Haryono, 2017), namely:

1. Covarian Based SEM commonly called CB-SEM. The software used is AMOS, LISREL, EQS and M-Plus.
2. Component or Variant Based-SEM which is often called VB-SEM), the software used is TETRAD, PLS-PM, GSCA, PLS-Graph, Smart-PLS, Visual-PLS.

CB-SEM has several limitations, including the number of samples must be large, the data must be normally distributed, the indicators must be reflective, the model must be based on theory and there is indetermination. To overcome these limitations, a component - or variant -based SEM called Partial Least Square (PLS) was developed.

This study has three independent variables and two dependent variables. The indicators for each variable are 22 indicators with 57 question instruments. After processing the data using AMOS, the results of the model do not meet the goodness of fit requirements, the data is not

normal and there is multicollinearity. This is presumably due to the large number of indicators and question instruments while the number of samples is only 139 respondents.

So, in accordance with Ghozali's opinion (2014), if the data we have meet the assumptions required by covariance-based SEM, then researchers should analyze the existing data by *hard modeling* with AMOS or Lisrel software. However, if the data we have do not meet the required assumptions, we can still analyze the existing data by lowering our goals, no longer looking for causality relationships between variables, but looking for predictive linear relationships using *component-based SEM*.

As stated by Wold (1985) in Ghozali (2014), *Partial Least Square* (PLS) is a powerful analytical method, because it is not based on many assumptions. The data does not have to be normally distributed (indicators with categorical, ordinal, interval to ratio scales can be used in the same method) and the sample does not have to be large.

The PLS-SEM in this study was used to test and measure the direct and indirect effects of the control system variables, Competence, Motivation and Performance. The data was processed using PLS-SEM. The criteria for Assessment of the PLS-SEM Model are as follows:

Table 2. Criteria for Assessment of the PLS-SEM Model

No	Criteria	Explanation
1	Loading Factor (LF)	Loading Factor (LF) value must be >0.7
2	Composite Reliability	Composite Reliability measures internal consistency and the value should be >0.6
3	Average Variance Extracted (AVE)	Average Variance Extracted (AVE) value must be > 0.5
4	Discriminant Validity	The square root value of the AVE must be > the correlation value between latent variables.
5	R 2 for endogenous latent variable	The results of R^2 indicate that the model is good, moderate, and weak
6	Prediction Relevance (Q^2 and Q^2)	The value of Q^2 > 0 proves that the model has predictive relevance, on the contrary if the value of Q^2 <0 proves that the model lacks predictive relevance.

Source: Haryono (2017)

4. Result and Discussion

Characteristics of Respondents

From the results of research conducted at PT. Agung Automall Pekanbaru on 139 respondents, the following information was obtained:

The sex distribution of respondents was dominated by 62.59 % male and 37.41% female. Work as salespersons has so far been considered a male job, because the dominant work is done outside the office and often has to leave the area. In general, female salespersons are only placed as counter sales who are tasked with serving customers who come to the company.

The distribution of respondents based on their final education level was dominated by Bachelor (strata one graduates) (51.89 %), High School (35.25%) and Diploma (12.95%). Strata One graduates are considered to be more capable of communicating well in negotiating and finding solutions in the process of interacting with customers. This is clearly illustrated by the dominance of strata one graduates in the distribution of respondents based on the level of final education.

The distribution of respondents based on age is dominated by the age of 28 – 37 year (61.15%) because it is considered as the age where a salesperson is in a productive and energetic period. Then followed by 18-27 year (32.37 %), 38-47 year (5.04%) and age> 47 year (1.44%).

The distribution of respondents based on year of service is dominated by employees with 1-5 year of service (84.17%). This condition illustrates that the employee turnover rate is quite high, only a small number of employees are able to survive until they enter a working period of more than 5 years. This happens because the company applies a performance appraisal based on sales targets. If a salesperson does not succeed in achieving the target set by the company each year, then the salespersons will receive a sanction to be demoted from his position level, even if the target for the following year is still not achieved, it is not impossible that the salespersons will be dismissed unilaterally by the company.

One Way ANOVA Analysis

This analysis is used to test whether there is a significant difference in the average value (mean) between groups with more than 2 groups on something, in this case the average value of the control system, competence, motivation and performance is reviewed in terms of difference in respondent characteristics.

Table 3. ANOVA Test Results Based on Education, Tenure (Year of Service), Age, Gender and Training That Has Been Followed

Variable	Indicator	Mean		F-test				
		Indicator	construct	Education	Tenure	Age	Gender	Training
Control System (X1)	X11	5.460	5.400	0.777	0.715	0.851	0.606	0.616
	X12	5.259		0.727	0.857	0.665	0.382	0.130
	X13	5.424		0.537	0.853	0.687	0.539	0.048*
	X14	5.417		0.408	0.365	0.606	0.916	0.635
	X15	5.388		0.205	0.411	0.800	0.414	0.266
	X16	5.338		0.270	0.909	0.625	0.461	0.328
	X17	5.468		0.144	0.749	0.306	0.783	0.495
	X18	5.360		0.761	0.583	0.559	0.533	0.601
	X19	5.482		0.156	0.517	0.342	0.215	0.153
Competence (X2)	X21	5.309	5.312	0.338	0.707	0.648	0.490	0.437
	X22	5.273		0.840	0.955	0.520	0.403	0.023*
	X23	5.266		0.530	0.782	0.571	0.410	0.172
	X24	5.439		0.848	0.585	0.547	0.215	0.216
	X25	5.245		0.153	0.106	0.467	0.216	0.006*
	X26	5.216		0.444	0.893	0.602	0.282	0.054
	X27	5.424		0.526	0.844	0.765	0.291	0.153
	X28	5.281		0.144	0.813	0.845	0.132	0.260
	X29	5.353		0.560	0.552	0.574	0.448	0.085
	X210	5.309		0.991	0.973	0.569	0.232	0.358
	X211	5.345		0.881	0.704	0.548	0.398	0.069
	X212	5.317		0.994	0.662	0.608	0.518	0.171
Motivation (Y1)	Y11	5.309	5.365	0.722	0.501	0.730	0.127	0.547
	Y12	5.396		0.437	0.710	0.611	0.133	0.273
	Y13	5.216		0.115	0.794	0.297	0.831	0.027*
	Y14	5.245		0.445	0.989	0.898	0.729	0.601
	Y15	5.554		0.767	0.945	0.406	0.246	0.164
	Y16	5.468		0.373	0.373	0.266	0.342	0.056
	Y17	5.331		0.222	0.303	0.315	0.346	0.163
	Y18	5.417		0.593	0.522	0.652	0.294	0.091

Variable	Indicator	Mean		F-test				
		Indicator	construct	Education	Tenure	Age	Gender	Training
	Y19	5.353		0.285	0.786	0.625	0.850	0.071
Performance (Y2)	Y21	5.216	5.304	0.207	0.667	0.688	0.806	0.298
	Y22	5.108		0.179	0.876	0.683	0.677	0.343
	Y23	5.165		0.291	0.465	0.486	0.942	0.754
	Y24	5.252		0.891	0.730	0.444	0.427	0.619
	Y25	5.338		0.948	0.585	0.431	0.356	0.066
	Y26	5.511		0.908	0.568	0.497	0.931	0.221
	Y27	5.345		0.825	0.894	0.491	0.990	0.611
	Y28	5.345		0.811	0.503	0.391	0.989	0.112
	Y29	5.266		0.558	0.767	0.516	0.530	0.764
	Y210	5.353		0.645	0.748	0.807	0.340	0.213
	Y211	5.367		0.728	0.891	0.655	0.166	0.605
	Y212	5.381		0.140	0.301	0.438	0.767	0.206

Source: Processed Data 2021 *p<0.05

Analysis of Respondents' Differences of Opinion on Control System variables

In the One Way Anova test, the criteria for rejecting or accepting the hypothesis are based on the p-value (significance). If the *p-value < 0.05.* then there are Differences of the respondents' assessments based on characteristics. If the *p-value > 0.05* then the opposite applies.

From table 3, for the Control System indicator (X1), all p-values are > 0.05 except for the X13 indicator based on training characteristics. Where the p-value = 0.048 <0.05. This means that there are Differences of respondents' opinions on the control system based on respondents who have attended training. The statement of the X13 indicator questionnaire asks respondents' opinions about "How are supervisor's monitoring activities when there are events or exhibitions". Respondents who have attended a higher level of training agree that the control system conducted by the supervisor at the time of an event or exhibition is good. It is known that from the results of the Anova test (attached), the average answer of respondents who have just joined the FST training is 5.373, who have attended the PSST training 5.373, who have participated in the ASST training 5.436 and increasing after participating in the SSST training to 5.507. This condition is caused by the higher level of training followed by salespersons, the training material is more directed to managerial skills (leadership, controlling & Decision-Making Technique). Thus, the higher the level of training that has been followed by a salesperson, the more they understand the reasons for implementing the control system conducted by their supervisor.

Analysis of Respondents' Differences of Opinion on the Competence variable

From table 3, it can be seen that there are differences of opinion about competence based on the respondent's training level for indicators X32 ("How is the supervisor's ability to make the right decisions at critical times") and X35 ("Have all supervisors met the mandatory education and training requirements required by the company"). It can be seen in the table, the p-value of X32 = 0.023 <0.05 and the p-value of X35 = 0.006 <0.05. The higher the level of training that has been followed by the salespersons, the better their response to the supervisor's ability to make decisions (the average answer of respondents who have just attended FST training is 5.451, who have attended PSST training 5.431, who have attended ASST training 5.458 and more increased after attending SSST training to 5.551). This is because at a higher level of training (SSST) salespersons are given with training on how to make "*the right decision at the*

right time". They can see the application of the training for themselves from the right decisions made by their supervisors at critical times.

The salespersons' response to "whether the supervisor's qualifications are in accordance with what is required by the company" also shows a difference. The average answer of respondents who had just participated in the FST training was quite high, namely 5.588, those who had participated in the PSST training decreased to 5.490, the average answer of respondents who had participated in the ASST training increased to 5.500 and increased after participating in the SSST training to 5.638. This is appropriate because the recruitment and career system applied at PT. Agung Automall is in accordance with applicable operational standards, someone who will fill a position must meet the specified requirements and qualifications and pass the *fit and proper test*.

Analysis of Respondents' Differences of Opinion on Motivation Variables

From table 3, it is known that there are differences of opinion about motivation based on the respondent's training level for the Y13 indicator ("Is the achievement achieved in accordance with the targets set each year"). Where the value of the p-value of Y13 = 0.027; < 0.05. which means that there are Differences of answers among salespersons based on the level of training that has been followed. The average answer also shows an increasing value in accordance with the increase in the level of training followed by the salespersons. FST 5.549; PSST 5.843; ASST 5.762. This indicates that the higher the level of training that has been followed, the more understanding the salespersons will be of the targets set by the company. The salespersons realizes that the targets set by the company have been through the results of competitor analysis and adequate market research. The salespersons do not perceive the set target as a burden, but instead is increasingly motivated to achieve the set target.

Analysis of Respondents' Differences of Opinion on the Performance variable

From table 3, it is known that all *p-values > 0.05* meaning that there is no difference in income among respondents on performance variables based on education, year of service, age, gender and level of training that has been followed.

Data analysis method

Research Instrument Test

a. Validity test

From the calculation results, it is known that the correlation of the instrument for each item of the control system sub-variables, competence, motivation and performance are all valid, because the correlation of items r is calculated above r table, so it can be included in the study.

b. Reliability Test

Reliability is the level of confidence in the results of a measurement. Measurements that have high reliability are those that are able to provide reliable measurement results. Although theoretically the magnitude of the reliability coefficient is around 0.00 to 1.00, in reality a coefficient of 1.00 has never been achieved in the measurement, because humans as research subjects are a potential source of error.

From the results of data processing, it is known that the reliability value of this research instrument is as follows:

Table 4. Results of Reliability Test of Research Instruments

Variable	Cronbach's alpha Value	Decision
Control System(X 1)	0.936	Valid
Competence (X 3)	0.970	Valid
Motivation (Y 1)	0.947	Valid
Performance (Y 2)	0.965	Valid

Source: SPSS 2021 Processed Data

Based on the results of the reliability test in table 4, it can be seen that the value of Cronbach's alpha in each variable is greater than 0.6. Thus, all question items in the research variables can be used for further research.

Path Analysis Hypothesis Testing with PLS-SEM

Outer Model Evaluation *(Measurement Model)*

There are three criteria in the use of data analysis techniques with SmartPLS to assess the outer model, namely *convergent validity*, *discriminant validity* and *composite reliability*.

a. Convergent Validity

Convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between item scores or component scores estimated with PLS software. Individual reflexive measure is said to be high if it has a correlation of more than 0.70 with the measured variable. However, as mentioned by Chin (1988) in Ghozali (2014) for early-stage research, the measurement scale for the loading value of 0.5 to 0.6 is considered sufficient. In this study, a loading factor limit of 0.5 will be used. The value of the outer model or the correlation between the variables of this study has met convergent validity because all variable indicators have a loading factor value above 0.50, with the competence indicator (X26: supervisor experience) being the strongest measure of the other variables because it has the largest outer loading value (0.923).). By paying attention to the average value of the outer loading of each variable, it can be concluded that the 12 competence indicators are the strongest indicators in responding to salespersons performance through motivation.

b. Discriminant Validity

Discriminant validity is conducted to ensure that each concept of the individual latent variable is different from other variables. The model is said to have good discriminant validity if each loading indicator value of a latent variable has a loading value that is greater than the loading value if it is correlated with other latent variables. The results of the Discriminant validity testing of this study can be seen in table 5 below:

Table 5. Discriminant Validity

Average Variance Extracted (AVE)			**Correlation**			
Variable	AVE	AVE. root value	X1	X2	Y1	Y2
X1	0.616	0.785	0.785	0.748	0.725	0.758
X2	0.724	0.850	0.748	0.851	0.809	0.892
Y1	0.660	0.812	0.725	0.809	0.812	0.854
Y2	0.697	0.835	0.758	0.892	0.854	0.835

Source: PLS 2021 Processed Data

The results of the three variables have an AVE value above 0.50 and all variables have an AVE root value higher than the correlation coefficient between one variable and another, so it can be said that the data has *good discriminant validity*.

c. Composite Reliability

The validity and reliability criteria can also be seen from the reliability value of a variable and the Average Variance Extracted (AVE) value of each variable. A variable is said to have high reliability if its composite reliability value is above 0.70 and the AVE is above 0.50. In table 6, the composite reliability value is presented

Table 6. Composite Reliability

Variable	Composite Reliability
Control System(X 1)	0.935
Competence (X 2)	0.969
Motivation (Y 1)	0.946
Performance (Y 2)	0.965

Source: PLS 2021 Processed Data

Table 6 informs that all variables meet composite reliability because their values are above the recommended number, which is above 0.7 which already meets the reliable criteria.
Based on the results of the overall evaluation, both convergent, discriminatory validity, composite reliability, which have been described above, it can be concluded that the indicators as a measure of the latent variable are valid and reliable measures.

Inner Model Evaluation (Structural Model Testing)

Testing of the *inner model* or structural model was conducted to see the relationship between the variables, the significance value and the *R-Square* of the research model. The structural model was evaluated using *R-Square*, for the dependent variable t test and the significance of the structural path parameter coefficients. Evaluation of the *inner model* with PLS-SEM begins by looking at the *R-Square* value.
The R-Square for the Motivation variable (Y 1) is 0.683. This means that the percentage of the effect of the control system and competence on motivation is 68.3% while the remaining 31.7% is influenced by other factors.
Furthermore, the *R-Square* value for the Performance variable (Y2) is 0.848, meaning that 84.8% of the performance variable is influenced by motivation as an intervening variable, control system, and competence, while the remaining is caused by other factors.
In addition to using the *R-Square*, the goodness of fit model can also be measured using the *Q-Square predictive relevance* (Q^2) for the structural model, measuring how well the observed values are generated by the model and also the estimated parameters. The value of Q^2 has the same meaning as the coefficient of determination (*R-Square*). The value of Q-Square (Q^2) > 0 indicates the model has p*redictive relevance*; otherwise, if the value (Q^2) < 0 indicates the model lacks p*redictive relevance*; or in other words, the higher the value of Q^2, the model can be said to be more fit to the data. The results of the calculation show that the value of Q^2 is 0.605, which means that the diversity of the research data can be explained by the structural model developed in this study, which is 60.5 %. Based on these results, the structural model in this study has a decent goodness of fit.

Hypothesis test

Bootstarpping method is a new sampling procedure that is repeated as many as N new samples from the original data of size n. For the simultaneous test, the *T-Statistic* test is used which is intended to test the significance of the overall effect of exogenous variables (Xi) on the endogenous variable Y. This test is conducted by comparing the T value generated from the *T-Statistical* calculation with the *T-table*. The null hypothesis will be accepted if the value of *T-Statistic* is smaller than *T-table* (*T-Statistic*< *T-table*). On the other hand, the null hypothesis will be rejected if the *T-Statistic* value is greater than *T-table* (*T-Statistic*>*T-table*). Based on a significance level of 0.05 with a total of 139 observations, it is known that the *T-table* value is 1.977692 (1.978 rounded).
For more details, how the answer to this research hypothesis can be seen in the table of path analysis results below.

Table 8. Path Analysis Results

Hypothesis	Relationship	Original Sample (O)	T Statistics (|O/STDEV|)	P Value	Conclusion
H1	Control system has a positive effect on motivation	0.273	4.058	0.000	Accepted
H2	Control System has a positive effect on Performance	0.111	1,765	0.078	Rejected
H3	Competence has a positive effect on motivation	0.605	8,994	0.000	Accepted
H4	Competence has a positive effect on performance	0.532	6.127	0.000	Accepted
H5	Motivation has a positive effect on performance	0.343	4.071	0.000	Accepted

Source: PLS 2021 Processed Data

Hypothesis 1 Testing: Effect of Control System on Motivation
Hypothesis 1 states that the control system has a positive and significant effect on motivation. The test results on the parameter coefficients between the control system and motivation show a positive relationship with a coefficient value of 0.2 73 with a *T-Statistic*al value of 4.058 and significant with a P value of 0.000. Thus, the hypothesis is accepted.

Hypothesis 2 Testing: Effect of Control System on Performance
Hypothesis 2 states that the control system has no significant effect on performance. The test results on the parameter coefficients between the control system and performance show that there is no relationship with the coefficient value of 0.111 with a *T-Statistic*al value of 1.765 (the *T-Statistic*al value is below the *T-table* value; 1.765 <1.978) and is significant with a P-value of 0.078 (greater than the *T-Statistic* value of 0.05). Thus, the hypothesis is rejected.

Hypothesis 3 Testing: Effect of Competence on Motivation
Hypothesis 3 states that competence has a positive and significant effect on motivation. The test results on the parameter coefficients between competence and motivation show a positive relationship with a coefficient value of 0.605 with a *T-Statistic* value of 8994 and a significant P value of 0.000. Thus, the hypothesis is accepted.

Hypothesis 4 Testing: Effect of Competence on Performance
Hypothesis 4 states that competence has a positive and significant effect on performance. The test results on the parameter coefficients between competence and performance show a positive relationship with a coefficient value of 0.532 with a *T-Statistic* value of 6.127 and a significant P-value of 0.000. Thus, the hypothesis is accepted.

Hypothesis 5 Testing: Effect of Motivation on Performance
Hypothesis 5 states that motivation has a positive and significant effect on performance. The test results on the parameter coefficients between motivation and performance show a positive relationship with a coefficient value of 0.343 with a *T-Statistic* value of 4.071 and a significant P-value of 0.000. Thus, the hypothesis is accepted.
For more details, the results of hypothesis testing can be shown in Figure 2 below:

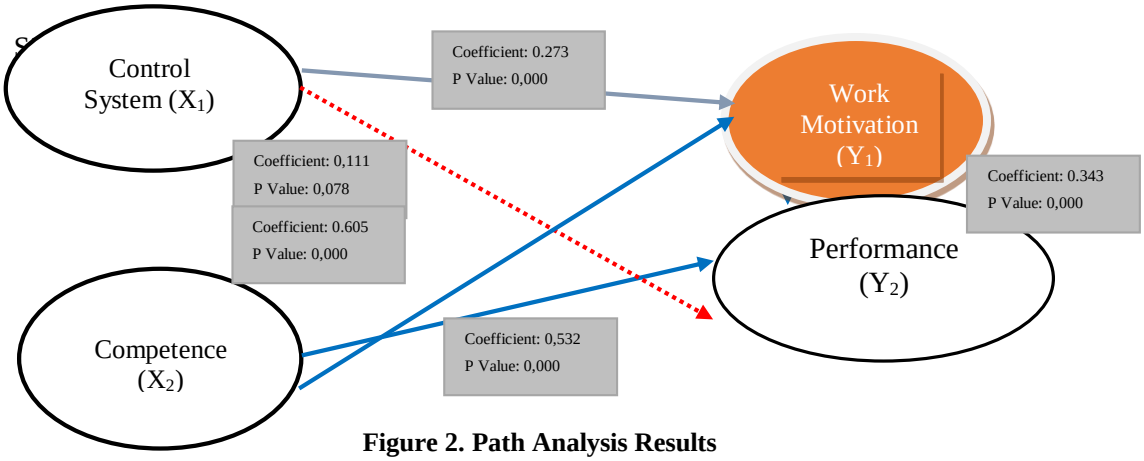

Figure 2. Path Analysis Results

Discussion

Effect of Control System on Motivation

The results of data analysis show that the control system has a positive and significant effect on motivation. The results of this study are in line with research conducted by (Rosewinda, 2013; Sampurno, 2006; Suhermini, 2011) but are not in line with research conducted by (Handayani, 2013).

From the results of the descriptive analysis, it is shown that the offers made by the salespersons to the company are still not optimal, this is due to the lack of references and the buying dealing process takes longer than personal selling, while the salespersons are evaluated quarterly for achieving their targets. For this reason, supervisors need to map out salespersons who are able to *handle fleet* (company consumers) in accordance with the qualifications needed to handle the customer fleet itself. After that, the selected salespersons are given an achievable target and supervisor are expected to be able to control and provide feedback on the fleet being handled.

From the discriminant test, it is also known that there is no difference of opinion about the control system based on education, year of service, age, and gender. Differences of respondents' opinions on the control system are only based on respondents who have attended training. It is known that the higher the level of training a salesperson has attended, the more they understand the reasons for implementing the control system conducted by their supervisor. Based on this, the company needs to provide up-to-date training on the needs of salespersons in conducting sales negotiations so that salespersons are able to find new ways of conducting sales activities so that it is expected to increase salespersons' work motivation.

Effect of Control System on Performance

The results of data analysis prove that the control system has no effect and is not significant on performance. The results of this study are in line with the Research conducted by (Sampurno, 2006) which concludes that the salespersons control system has an effect on the performance of the salespersons and actually makes a high contribution if it is followed by clear and firm arrangements.

From the results of the descriptive analysis, it is known that the majority of respondents agree that the supervisor's ability to provide a solution when the salespersons experiences problems in selling the product is already qualified. Although the majority of respondents acknowledged that the supervisor's abilities were already qualified, it would be better if the supervisors continued to take a "personal approach" or give personal attention to salespersons who have more abilities than other salespersons. With this personal approach, supervisors have the opportunity to motivate the performance of the salespersons concerned.

Effect of Competence on Motivation

The results of data analysis prove that competence has a positive and significant effect on motivation. The results of this study are in line with the research conducted by (Ackah, 2015; Ismail & Abidin, 2010; Putra, 2015; Yaşar et al., 2013) indicating that competence affects employee motivation and performance and will also contribute to improving organizational performance, but this is not the case with the research conducted by (Dubey & Ali, 2011), where employee competence in manufacturing companies has a negative relationship to organizational performance.

From the results of the descriptive analysis, it is known that the respondents agree that the supervisor's competence is good, but what needs to be improved is the supervisor's ability to deal with complaints from consumers. Supervisors should be given with training regarding "handling complaints" so that supervisors are skilled and qualified in dealing with complaints that arise in sales activities.

Based on the results of the one-way ANOVA test, it is also known that there is no difference of opinion among respondents based on education, year of service, age and gender. There are only differences of opinion among respondents who have attended the training. It is known that the higher the level of training respondents have, the better their response to the supervisor's ability to make decisions and the supervisor's qualifications. Based on these findings, it should be considered for companies to provide training for salespersons on an ongoing basis and continuously to maintain the motivation of salespersons.

Effect of Competence on Performance

The results of data analysis prove that competence has a positive and significant effect on performance. The results of this study are in line with the research conducted by (Ackah, 2015; Ismail & Abidin, 2010; Putra, 2015; Yaşar et al., 2013) showing that competence affects employee motivation and performance and will also contribute to improving organizational performance, but this research is not in line with the research conducted by (Dubey & Ali, 2011).

From the results of the descriptive analysis, it is known that the selected and appointed supervisors are worthy in terms of their work experience. The company should periodically conduct assessments to map the competence progress of supervisors and this pattern can also be applied to salespersons who have the potential to be promoted.

Effect of Motivation on Performance

The results of data analysis prove that motivation has a positive and significant effect on performance. The results of research conducted by (Rahmayanti, 2014; Setiawan, 2015) are in line with this study.

From the results of the descriptive analysis, information was obtained that the majority of respondents claimed to be proud to be Toyota salesperson, because Toyota's position as a *market leader* in the Indonesian automotive business was also supported by a positive public appreciation of the Toyota brand. Thus, the company needs to maintain and increase the motivation of the salespersons by providing rewards pursuant to the salespersons' work performance and punishment in accordance with the performance achievement.

Research Findings

By using statistical software SPSS and PLS, research data have been analyzed both quantitatively and qualitatively. Quantitative results show that there is a positive relationship between motivation and performance variables.

The results of data analysis indicate that the control system directly has no significant effect on performance. But if through motivation, the control system has a significant effect on performance. In contrast to the control system, competence has a significant effect on performance either directly or through motivation.

5. Conclusions

The control system has a positive and significant effect on motivation. This means that the better the control system conducted by the supervisor and the company, the better the motivation of the salespersons; Competence has a positive and significant effect on motivation, meaning that the better the supervisor's competence, the better the salespersons' work motivation; Motivation has a positive and significant effect on performance. This means that the higher the motivation of the salespersons, the higher the performance will be; The control system has no significant effect on performance. This shows that the control system does not significantly affect the salespersons' performance; Competence has a positive and significant effect on performance, meaning that the higher the competence of a supervisor has, the higher the salespersons' performance will be.

Supervisors need to periodically control the *customer fleet* (company consumers), supervisors also need to map out salespersons who are able to handle the fleet in accordance with the required qualifications. After that, the selected salespersons are given with an achievable target, and provides feedback on the fleet being handled. There is a need for coordination between supervisors and branch heads in an effort to uniform sales policies and activities, especially in terms of sales discount policies. Supervisors should also be given with training regarding "handling complain" skills so that supervisors are skilled and qualified in dealing with complaints that arise in sales activities. In addition, the company needs to maintain and increase the motivation of salespersons by providing rewards in accordance with sales performance and punishment in accordance with performance achievements. Last but not least, the company should provide up-to-date training on the needs of salespersons in conducting sales negotiations.

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