

THE EFFECT OF EMPLOYEE COMPETENCE AND ENGAGING LEADERSHIP ON SALES TARGET THROUGH MOTIVATION

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ARTICLE INFO	ABSTRACT
Diterima: 02 Februari 2026 Direvisi: 21 Februari 2026 Disetujui: 14 Maret 2026 Tersedia Daring: 30 April 2026 Keywords: <i>Employee Competence, Engaging Leadership, Motivation, Sales Target</i>	Employee productivity, competence, motivation, and engaging leadership play a crucial role in achieving company sales targets through improved performance, work effectiveness, employee engagement, and organizational resource optimization. This study aims to analyze the influence of employee competence and engaging leadership on sales targets through motivation at PT Victory International Futures Pekanbaru. The population in this study was all 124 marketing employees working at PT Victory International Futures Pekanbaru. Data collection was conducted through questionnaires. The analytical tool used was Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach. The results of the study indicate that employee competence has a significant positive effect on sales targets. Engaging leadership has a positive and significant effect on sales targets. Employee competence has a positive and significant effect on motivation. Engaging leadership has a positive and significant effect on motivation. Motivation has a positive and significant effect on sales targets. Employee competence has a positive and significant effect on sales targets through motivation. Engaging leadership has a positive and significant effect on sales targets through motivation

	ABSTRAK
Kata Kunci; <i>Kompetensi Karyawan; Engaging leadership; Motivasi, Target Penjualan</i>	Produktivitas karyawan, kompetensi, motivasi, dan engaging leadership memiliki peran penting dalam meningkatkan pencapaian target penjualan perusahaan melalui peningkatan kinerja, efektivitas kerja, keterlibatan karyawan, serta optimalisasi sumber daya organisasi. Penelitian ini bertujuan untuk menganalisis pengaruh kompetensi karyawan dan engaging leadership terhadap target penjualan melalui motivasi di PT Victory International Futures Pekanbaru. Populasi dalam penelitian ini adalah seluruh marketing yang bekerja di PT Victory International Futures Pekanbaru yang berjumlah 124 karyawan/marketing. Teknik pengumpulan data dilakukan melalui penyebaran kuesioner. Alat analisis yang digunakan adalah Structural Equation Modeling (SEM) dengan pendekatan Partial Least Square (PLS). Hasil penelitian menunjukkan bahwa kompetensi karyawan berpengaruh positif signifikan terhadap target penjualan. Engaging leadership berpengaruh positif dan signifikan terhadap target penjualan. Kompetensi karyawan berpengaruh positif dan signifikan terhadap motivasi. Engaging leadership berpengaruh positif dan signifikan terhadap motivasi. Motivasi berpengaruh positif dan signifikan terhadap target penjualan. Kompetensi karyawan berpengaruh positif dan signifikan terhadap target penjualan melalui motivasi. Engaging leadership berpengaruh positif dan signifikan terhadap target penjualan melalui motivasi.



1. INTRODUCTION

Productivity employee push individual For No fast feel satisfied to achievements that have been achieved, so that bring up encouragement For Keep going increase as well as develop ability work owned (Ariadharma, 2015). Productivity own two dimensions main that is dimensions First is effectiveness, which is related with achievement results Work in a way maximum like target achievement which includes aspect quality, quantity, and time. Dimensions second is efficiency, which refers to the comparison between input and realization its use as well as how the work process works the done optimally. Improvement productivity reflect performance good work and can become bait come back positive (feedback) that motivates employees at the stage Work next. The more big ability individual developed the more effective utilization source power used so that cost operational can pressed in a way significant (Amelfdi & Ardyan, 2021).

Productivity employees in the department sale is one of the factor important in guard sustainability company. For achieve sales targets every employee sued For always increase productivity his work. If the employee not enough productive, then operational company No will walk optimally. Improvement productivity power work is very important For increase Power competition globally, because economy in a way The whole thing really depends on the aspect said (Baharuddin et al., 2022). Productivity employees refer to output or results work produced by energy Work in term time certain (Arni et al., 2025). With thus, the more high output produced the more show level productivity employee said. PT Victory International Futures Pekanbaru like case in point Other companies have annual targets that they must achieve. achieved. This target No will realized without support and contribution power work. Remembering level competition in the field very tight investment company must ensure that power the work he has both internal and external external own high productivity. Workforce is element crucial in the work process because basically work No can walk with Good without involvement power reliable and productive work (Arifin & Zulganef, 2025).

One of from plan marketing is the sales target. According to Tenardhi (Burso, 2018) sales target is objective important thing to do achieved in order to produce profitable sales. As guidelines work, sales targets indicates desire company For progress and development. Factors that can influence sales target achievement somebody according to Tenardhi (Clark, 2017) namely a positive mindset (pattern think positive), winning attitude (attitude) winner), ambition, reward and award (commission sales and awards), experience, and attitude optimism.

In a company, sales target usually determined with hope achieve 100% of the target that has been set. Sales target This own orientation on quantity quantity sold or expected rupiah value. Sales target can different every term time, good monthly and annual sales target This can determined based on analysis history volume sales obtained in the years previously. Sales target determined by oneself use sales forecasting methods and marketing strategies used For produce maximum profit in the future (Dessler, 2017).

The company of course have sales targets, as motivation company specifically part sale For Keep going increase results sale so that the sales target can achieved. There are times when in operate activity sales, sales targets that have been achieved planned by management No can achieved fully or No realized with maximum this is what often happens become factor main inhibitor activity operational company in sales, so that can it is said sale company Not yet effective. On the other hand, if the sales target can realized optimally then can it is said sales in the company Already effective (Fadilla & Triani, 2024).

PT Victory International Futures is an experienced company operating in the field of investment with focus product investments in forex, index futures and precious metals with support and utilization of internet media as track office- based transactions headquartered in Surabaya, Indonesia and serving various investors worldwide. PT Victory International Futures is companies operating in the field investment futures. PT Victory International Futures was established since 18 years ago. Currently the company Already develop rapidly with office center located in the city of Surabaya which is center business, commercial and industrial sectors in Indonesia. PT Victory International Futures has easy facilities For access account with using the victory metatrader platform, customers can do / take Transaction decision anytime and anywhere using a PC, notebook, or smartphone (Fitriyah et al., 2024).

Sales are greatly influenced by competence work and motivation work, for increase sale required existence competence work and encouragement motivation Work Good from individual, friend work, as well as leadership. Motivation is very much needed by employees For increase efficiency Work in do sale For achieve the target that has been set determined by the company. Competence high workload is also possible employee finish task with more fast and accurate, on the side other, motivation good job push employee For try more hard and committed to work They (Geopani et al., 2024).. Research by Baharuddin et al. (2022) found that competence and motivation Work own influence positive and significant to performance Work sales employees. This is show that success sale No only system dependent company, but also on quality source Power human owned.

According to Wibowo (2018) he said that competence is something ability For carry out or do something work or based on tasks on skills and knowledge as well as supported by attitude work required by the job said. Meanwhile motivation according to Wibowo (2014) it is encouragement to a series of behavioral processes human achievement purpose. whereas elements contained in motivation covering element to arouse, direct, maintain, show intensity, nature Keep going continuous and existing objective.

In the environment competitive business like moment This, the company really needs capable leader inspire and improve motivation as well as performance employees, proper leadership is a leader who can give support through behavior facilitate, strengthen, connect, and inspire subordinates (Hasan, 2018). One of them proper leadership namely engaging leadership. Engaging leadership is style engagement - focused leadership employee in work through empowerment, support, and inspiration from leader. According to Schaufeli (Gondodiyoto, 2017) engaging leadership is behavior capable leadership facilitate, strengthen, connect, and inspire employee so that increase involvement Work they. Schaufeli explained that engaging leadership helps fulfil need psychological base employee like autonomy, competence, and relationships social which ultimately increase involvement work and performance employee.

Capable leadership involving employee in a way active will create environment positive and improving work motivation work. Motivation Work is factor important thing that drives individual For Work optimally in reach objective organization. Employees who have motivation tall tend show better performance good, have commitment to work, as well as try achieve the targets that have been set determined by the company. On the other hand, the low motivation Work can impact on the decline productivity as well as No achieving sales targets. A study by Ikhsanida et al. (Hasibuan, 2014) found that that motivation Work capable mediate relationships between leadership and performance sales, so that strengthen achievement of organizational targets

In context companies operating in the field marketing service finance such as PT Victory International Futures Pekanbaru, achieving sales targets is very dependent on performance. power marketing. Marketing staff sued For capable weave connection with customers, improve amount transactions, as well as achieve the sales target that has been set determined by the company. Therefore that, role leaders are very important in give direction, support, and motivation to employees to be able to achieve the target (Kadarisman, 2012).

With Thus, engaging leadership can play a role important in increase motivation Work employees who ultimately impact on increasing performance and achievement of sales targets company. In practice, a leader who is able to build connection good job, giving support, as well as inspiring employee will push creation environment productive work and oriented towards achieving organizational targets. Fitriyah et al. (2024) stated that style leadership and motivation Work in a way together play a role in increase performance employees. More Furthermore, research by Ramadhan et al. (2025) show that motivation Work play a role as variables mediation in connection between leadership and performance employees. This is strengthen that leadership No only impact direct to performance, but also through improvement motivation Work employees. In other words, leaders who are able create environment conducive work will push increasing motivation that ultimately impact on productivity Work (Kentami & Rostiana, 2020).

With consider various problem said, starting from weakness leadership, low competence employees, up to decline motivation work at PT Victory International Futures Pekanbaru, with This writer look at that phenomenon the need investigated in a

way deep. Problems the become base thinking writer For lift title " Influence Competence Employees and Engaging Leadership Towards Sales Targets Through Motivation at PT Victory International Futures Pekanbaru "

2. RESEARCH METHOD

Research methods is one of the very important part For know succeed or whether or not something research. Research methods is something method For determine level research, determine purpose and objectives study as well as method For obtain data and determine the type of data to be used, as well as get descriptions or existing facts the relationship with problem study (Lestari & Fatmarida, 2023).

This research various study quantitative with method causal For test theories certain with method research connection between variables. Quantitative methods chosen For measure and analyze connection between variables research, namely competence employees, engaging leadership, sales targets, and motivation. This done Because researchers want to do testing theory with use hypothesis and data collection for support or reject hypothesis. According to (Sugiyono, 2019) that study quantitative is research that uses philosophy positivism with refers to the population or sample certain with processed using statistical data used For test hypothesis that has been determined previously (Maria et al., 2025).

This research use approach quantitative, where researchers collecting primary data as primary data source. Primary data is information obtained in a way directly by researchers through techniques primary data collection such as observation, interviews, and dissemination questionnaire.

Population is a region in general consisting of from object or subjects who have quantity and characteristics certain conditions determined by the researcher For studied Then made conclusion. Population refers to the whole group of people, events, or matter interest that you want investigated (Wibowo, 2018) . With Thus, the definition clear and precise population is step important in the research process, because population become base for taking samples and generalizations results research. Population study covers all individual, object, or related events with current problem researched.

Deep understanding about population allows researchers For designing further research effective and obtain results that can be achieved used For interesting valid conclusions about group According to(Mazzetti & Schaufeli, 2022) the population can interpreted as a group object or subjects who have nature and characteristics certain, which is used reference by researchers For analyzed and taken conclusion. Population in study can interpreted as overall the element that is the target or focus from study the (Nurmala, 2024).

The sample is part from amount the population that wants researched. The techniques used in collect data for use support study This is nonprobability sampling. Nonprobability sampling is technique taking samples that are not give opportunity The same for every element or member population For chosen become sample. While methods used in taking sample namely purposive sampling. In this technique determination sample This with do consideration certain things carried out by

researchers. The purpose of carrying out taking sample in a way intentionally on a population that is For represent characteristics population that will used researchers later (Nur Ikhsanida et al., 2025).

Partial Least Square (PLS) is one of the method Structural Equation Modeling (SEM) alternative. Number samples that can used in PLS SEM minimum 30 samples. The more big sample model used will the more good too. In research This used calculation sample use formula according to Hair (Nurhalizah & Jufrizen, 2024) stated that sample can calculated based on the number Indicator / statement item.

3. RESULTS AND DISCUSSION

PT Victory International Futures is an experienced investment company focusing on *forex*, *index futures*, and *precious metals*, supported by the internet as a transaction channel. Headquartered in Surabaya, Indonesia, PT Victory serves investors worldwide. PT Victory is a company engaged in futures investment. Established 18 years ago, the company has grown rapidly, with its headquarters located in Surabaya, a business, commercial, and industrial center in Indonesia. PT Victory International Futures offers easy *account access* using the *Victory MetaTrader platform*. Customers can make/make transaction decisions anytime and anywhere using a PC, *notebook*, or *smartphone*.

Descriptive Analysis of Research Variables

The analysis of the research variable data will then display a table of the results of the respondents' answers to the questionnaire that has been distributed in order to examine the influence of employee competence and *engaging leadership* on sales targets through motivation at PT Victory International Futures Pekanbaru.

The data results that have been summarized in the frequency table below show how often respondents answered questions about employee competency variables.

Based on the overall frequency data, the questionnaire results indicate that work experience, education, knowledge, skills, training, and work abilities contribute significantly to respondents' job performance (Ramadhan et al., 2025). However, improvements are still needed in several aspects, particularly related to the relevance of education, equitable distribution of job training, and strengthening work abilities to optimize employee performance (Permatasari & DS, 2020).

Based on the overall frequency data, the questionnaire results indicate that leadership's role in providing support, motivation, opportunities for self-development, and building good working relationships is already quite good. However, improvements are still needed in aspects such as providing work trust, involvement in decision-making, equal opportunities for self-development, and strengthening organizational communication so that all employees can experience optimal leadership support.

PLS Statistical Analysis

Data Processing with *Partial Least Squares* (PLS)

This research hypothesis testing applied the *partial least squares* (PLS) technique. The PLS test in this study used an *outer model evaluation* with a reflective model and an *inner model evaluation with a 5% significance level, analyzed using the SmartPLS*

application program. The SEM model path construct or path diagram in this study is shown in (Rohinsa et al., 2024).

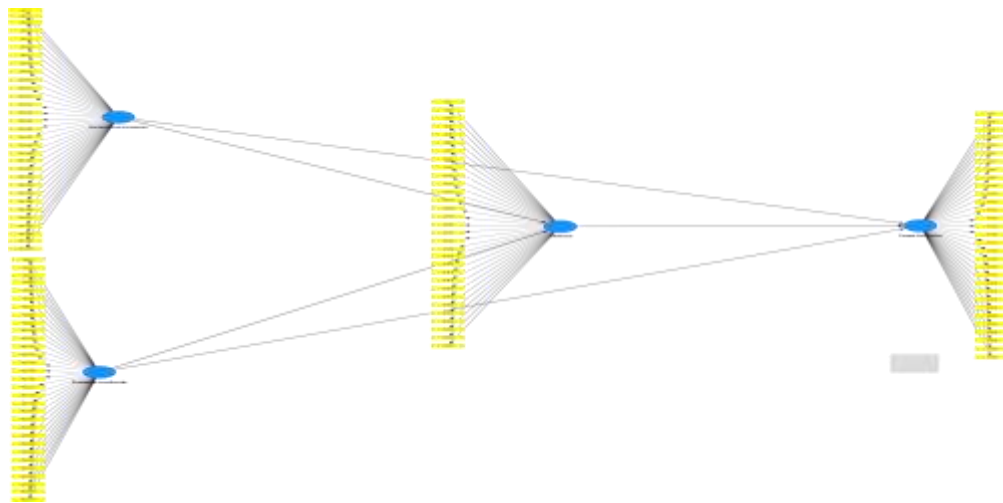


Figure 1. Research Model

The figure shows the structural model of the study that describes the relationship between variables in the form of *Structural Equation Modeling* (SEM). This model consists of three main latent constructs, namely Employee Competence measured through indicators X1.1 to X1.31, Engaging Leadership measured through indicators X2.1 to X2.31, and Motivation measured through indicators Z.1 to Z.31, as well as the endogenous variable Sales Target measured through indicators Y1 to Y.31. The model shows that Employee Competence and Engaging Leadership influence Motivation, where Motivation then influences Sales Target, with a direct path from Employee Competence to Sales Target indicating the possibility of a mediation effect in this research model.

Evaluation of Measurement Model (Outer Model)

Evaluation of the measurement model (*outer model*) in this study was carried out through two main stages, namely: 1) instrument validity testing, which includes convergent validity and discriminant validity, 2) instrument reliability testing, including testing *Cronbach's alpha reliability* and composite reliability.

Based on the Figure, it is obtained that each research variable indicator has an *outer loading value* of > 0.7 . All indicators have high *loading factor values*, where for the Employee Competence construct the loading value ranges from 0.895 to 0.947, Engaging Leadership has a loading factor between 0.900 to 0.948, the Motivation construct with a loading factor between 0.904 to 0.953, and the Sales Target construct with a loading factor between 0.893 to 0.940. Based on Ghazali (2018), an *outer loading value* of around 0.6 – 0.7 has been assessed as sufficient to meet the *convergent validity criteria*. These data indicate that the indicators are said to be feasible or valid to be applied to research and used for further analysis (W. B. Schaufeli, 2015).

Average Variance Extracted (AVE)

The AVE test was conducted to strengthen the convergent validity of the SEM model. A model can be declared to meet convergent validity if the AVE value is > 0.5 (Hair et al., 2021). The AVE in this research model is summarized in Table 1.

Table 1. Average Variance Extracted (AVE)

Average Variance Extracted (AVE)	
<i>Engaging Leadership</i>	0.863
Employee Competence	0.855
Motivation	0.861
Sales Target	0.847

The table shows that the AVE value for each construct in the final model has obtained a value > 0.5 . This means that the *structural equation model* provided has met the *convergent validity standard*.

The table above shows that the *cross-loading correlation coefficient* of the indicator with its construct is greater than 0.7 and greater than the correlation coefficient with other constructs. Thus, it can be concluded that all constructs/latents in the research model have good discriminant validity, where the *cross-loading value* of the indicator in each construct block is greater than the indicator in the other construct blocks (Sedarmayanti, 2017).

Fornell-Larcker test

The Fornell-Larcker test is a traditional method used to test discriminant validity in *Structural Equation Modeling* (SEM) analysis by comparing the square root value of the *Average Variance Extracted* (AVE) of each construct with the correlation value between other constructs. The Fornell-Larcker criterion states that discriminant validity is met if the square root value of the AVE of a construct is greater than the correlation of that construct with other constructs, which indicates that the construct has a greater variance with its own indicators compared to other constructs. (Sekaran & Bougie, 2019).

Table 2. Fornell - Larcker test

	Engaging Leadership	Employee Competence	Motivation	Sales Target
<i>Engaging Leadership</i>	0.929			
Employee Competence	0.296	0.925		
Motivation	0.649	0.718	0.928	
Sales Target	0.654	0.733	0.862	0.921

The results of the discriminant validity test using the Fornell-Larcker criteria indicate that all constructs in this study meet the requirements of good discriminant validity. The square root of the AVE value for each construct located on the main diagonal of the table shows a higher value compared to the correlation between constructs, where Motivation has a value of 0.928, Sales Target is 0.921, *Engaging Leadership* is 0.929, and Employee Competence is 0.925. The highest correlation between constructs occurs between Motivation and Sales Target at 0.862, followed by the correlation between Employee Competence and Sales Target at 0.733, and Employee Competence and Motivation at 0.718. Meanwhile, *Engaging Leadership* shows a relatively low correlation

with other constructs, namely 0.183 with Employee Competence, 0.649 with Motivation, and 0.654 with Sales Target. These results confirm that each construct has its own uniqueness and can be clearly distinguished from other constructs, so that the research model has adequate discriminant validity for further analysis (Sutrisno, 2017).

Model Fit Test

Model fit is used to evaluate the suitability of a theoretical model to the empirical data obtained. According to Hair *et al.* (2022), the suitability of a PLS analysis model can be assessed through several indicators, including *the loading factor values* of each indicator and other model fit criteria. Based on the analysis results obtained, it can be concluded that the SEM model constructed in this study has met the model fit criteria because it has met the established validity and reliability requirements (Tenardhi, 2012).

Direct Effect Hypothesis

A *direct effect hypothesis* is a hypothetical statement that explains the causal relationship between two variables without using an intermediary variable. In the context of this research, a direct hypothesis indicates the direct influence of an independent variable on a dependent variable based on the results of a statistical analysis. Testing a direct hypothesis is conducted to determine whether an independent variable directly influences the dependent variable (Wardhani & Wahyudi, 2025). significantly influences the dependent variable without any intervention from other variables as can be seen in the following figure (Tuin et al., 2021):

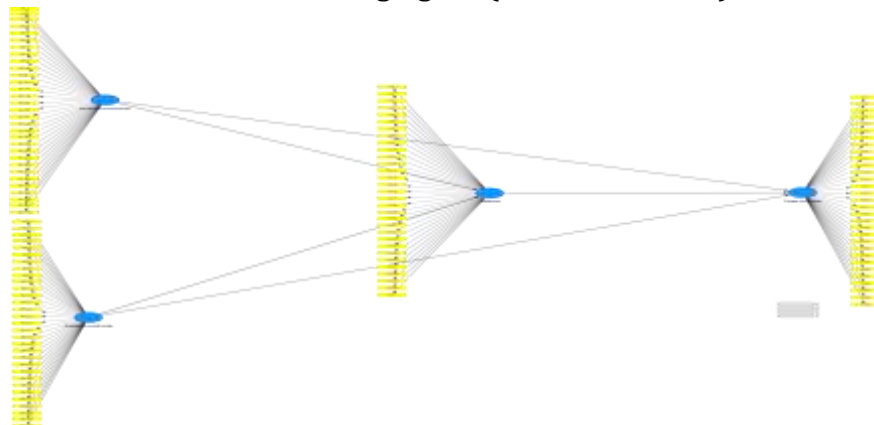


Figure 2. PLS Bootstrapping Model /Path Diagram

The direct effect analysis in the context of the research "The Influence of Employee Competence and Engaging Leadership on Sales Targets Through Motivation at PT Victory International Futures Pekanbaru":

Motivation → *Engaging Leadership* ($\beta = 0.478$, $p = 0.000$)

Engaging Leadership at PT Victory International Futures Pekanbaru has a positive and significant influence on motivation, contributing 47.8%. This indicates that the better the implementation of *engaging leadership* by leaders, the higher the employee work motivation. Leadership that is able to involve, support, provide attention, and build good communication with employees can increase enthusiasm, enthusiasm, and work drive in achieving company goals. Conversely, if *engaging leadership* is not optimally

implemented, employee work motivation also tends to decrease. Thus, *engaging leadership* is one of the important factors in increasing employee work motivation at PT Victory International Futures Pekanbaru.

Engaging Leadership → Sales Target ($\beta = 0.260$, $p = 0.000$)

Engaging Leadership directly contributes 26.0% to the Sales Target at PT Victory International Futures. This indicates that the better the implementation of engaging leadership within the company, the higher the achievement of sales targets. Leadership that involves employees, provides support, motivation, and builds effective communication can improve employee morale and performance in achieving the sales targets set by the company. Although its contribution is in the moderate category, *engaging leadership* remains a significant factor influencing the success of achieving sales targets at PT Victory International Futures (Get & Oprea, 2024).

Employee Competence → Motivation ($\beta = 0.577$, $p = 0.000$)

Employee competence has a positive and significant influence on motivation at PT Victory International Futures, contributing 57.7%. This indicates that the higher the employee's competence, the higher their work motivation in carrying out their duties and responsibilities. Employees with good knowledge, skills, and abilities tend to be more confident, able to complete their work effectively, and have a greater drive to achieve company goals. Therefore, employee competence is a crucial factor in increasing work motivation at PT Victory International Futures.

Employee Competence → Sales Target ($\beta = 0.326$, $p = 0.000$)

Employee competence has a positive and significant influence, contributing 32.6% to the sales target at PT Victory International Futures. This indicates that the better the employee's competence, the higher the company's ability to achieve the set sales target. Competence, which includes knowledge, skills, communication skills, and product understanding, can help employees work more effectively and professionally in attracting and retaining customers. Thus, employee competence is one of the important factors contributing to increasing the achievement of sales targets at PT Victory International Futures.

Motivation → Sales Target ($\beta = 0.460$, $p = 0.000$)

Motivation has a positive and significant influence, contributing 46.0% to sales targets at PT Victory International Futures. This indicates that the higher the employee's work motivation, the greater the company's ability to achieve its sales targets (Gueta & Urbina, 2025). Highly motivated employees tend to work harder, be more disciplined, enthusiastic, and be results-oriented, thereby improving the company's sales performance. Therefore, motivation is a crucial factor in supporting the successful achievement of sales targets at PT Victory International Futures (Wibowo, 2014).

Indirect Effect Hypothesis

Next, indirect testing was carried out, namely testing whether Motivation (Z) was significant in mediating the influence of Employee Competence (X1) and *Engaging Leadership* (X2) on Sales Targets (Y).

Table 3. Path Coefficients (Indirect Effect)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
<i>Engaging Leadership</i> -> Sales Target -> Motivation	0.220	0.220	0.045	4,890	0.000
Employee Competence -> Sales Target -> Motivation	0.265	0.266	0.053	4,988	0.000

Indirect effect test show the mediation ability (Motivation) in the relationship between independent variables (Sales Target) at PT Victory International Futures Pekanbaru:

1. *Engaging Leadership* → Sales Target → Motivation ($\beta = 0.220$, $p = 0.000$) Sales Target is proven to play a significant mediating role in the relationship between *Engaging Leadership* and Motivation with an indirect contribution of 22.0%. This shows that the better the implementation of *engaging leadership* by leaders, the higher the sales targets achieved by employees, thus impacting on increasing work motivation. Thus, sales targets are an important factor that strengthens the influence of *engaging leadership* on employee motivation in the company.
2. Employee Competence → Sales Target → Motivation ($\beta = 0.265$, $p = 0.000$) Sales Target is proven to play a significant mediating role in the relationship between Employee Competence and Motivation with an indirect contribution of 26.5%. This shows that the higher the competence possessed by employees, the more optimal the achievement of the resulting sales target, thereby increasing employee work motivation. Thus, sales targets are an important variable that strengthens the influence of employee competence on motivation in the company.

The results of this study provide important implications for PT Victory International Futures Pekanbaru in improving sales targets and employee work motivation. **First**, the company needs to improve employee competency through training, developing communication skills, marketing capabilities, and understanding the company's products. Good competency has been proven to significantly increase motivation and sales target achievement. **Second**, the company needs to consistently implement an *engaging leadership style*. Leaders who are able to involve, support, provide attention, and build positive working relationships with employees can increase work motivation while encouraging the achievement of the company's sales targets.

Third, companies need to set clear, realistic, and measurable sales targets to boost employee morale. Providing awards, bonuses, and appreciation for achieving targets can also strengthen employee motivation. **Fourth**, work motivation needs to be a primary concern for companies because it has been proven to strengthen the relationship between employee competence and *engaging leadership* towards sales targets. Therefore, companies need to create a conducive work environment, a fair reward system, and career development opportunities to maintain high employee motivation.

Overall, this study shows that improving employee competency, implementing *engaging leadership*, and strengthening work motivation on an ongoing basis can be an effective strategy for PT Victory International Futures Pekanbaru in increasing the achievement of the company's sales targets.

Structural Model Evaluation (*Inner Model*)

After the estimated model meets *the outer model standards*, the next step is to perform calculations using the structural model test (*inner model*) to determine the R² values for the variables. The R² values for the variables according to the measurements are shown in Table 4.20.

Table 4. R Square Value Results

	R-square	R-square adjusted
Motivation	0.725	0.720
Sales Target	0.806	0.801

R Square test results show the model's predictive ability in explaining the variability of endogenous constructs. For the Motivation construct, the R Square value of 0.725 indicates that 72.5% of the variation in continuance intention can be explained by the predictor variables in the model (employee competence, *engaging leadership*, and sales targets), with an Adjusted R Square of 0.720 indicating a value that has been adjusted for the number of variables and samples. Meanwhile, the Sales Target construct has an *R Square* of 0.806, which means that 80.6% of the variation in sales targets can be explained by the predictor variables in the model (employee competence, *engaging leadership*, and sales targets). Explained by employee competence and *engaging leadership*, with an Adjusted R Square of 0.801. Overall, the model shows moderate predictive ability for Motivation and Sales Targets tending to be strong, this indicates that there are still other factors outside the model that contribute to the variability of the two constructs.

Discussion

The influence of employee competence on sales targets

The results of the hypothesis testing indicate that employee competence influences sales targets at PT Victory International Futures Pekanbaru. The test results show a coefficient of 0.326, a t-statistic of 5.647 > 1.65, and a p-value of 0.000, which means it is smaller than 0.05. Thus, this hypothesis is accepted, as is the direction of the influence is significantly positive. This means that employee competence has a significant direct influence on sales targets at PT Victory International Futures Pekanbaru. This research was previously conducted by Dilla Arni, et al. (2025) that competence has a positive and significant effect on work productivity.

Based on the description of respondents' answers to employee competency variables, it was found that the majority of respondents agreed and were neutral regarding the proposed indicators. This finding indicates that employee competency at PT Victory International Futures Pekanbaru is in the fairly good category, but still requires improvement in certain aspects.

Regarding the work experience indicator, the majority of respondents stated that experience helps them work better, more carefully, and reduce errors. This indicates that work experience plays a significant role in improving employee skills. Regarding education, respondents assessed that their educational background is sufficient to support their work, although there is still a mismatch between their education and the work they perform. Furthermore, regarding work knowledge, most respondents understand work standards, targets, and their role within the company. However, the company still needs to strengthen communication and work development. Regarding technical skills and training, respondents assessed that training is quite helpful in improving work skills, but its implementation still needs to be continuously improved. Furthermore, the majority of respondents felt able to work independently, make decisions, and collaborate with colleagues. This indicates that employees have sufficient work and interpersonal skills to support the achievement of company targets.

Employees with high competence tend to be better able to understand customer needs, communicate and negotiate effectively, and complete tasks accurately, thereby increasing company sales. According to Wibowo (2018), competence is an ability based on skills and knowledge supported by a work attitude in carrying out tasks according to job standards. Furthermore, Sedarmayanti (Sugiyono, 2019) states that good competence will result in high employee performance. Therefore, the better the employee's competence, the greater the chance of achieving the company's sales targets.

The influence of *engaging leadership* on sales targets

The results of the hypothesis testing show that the analysis results show a coefficient value of 0.260, a t-statistic of 4.059, and a p-value of 0.000. Because the p-value < 0.05 and $t > 1.65$, this hypothesis is accepted, which means that *engaging leadership* has a positive and significant effect on sales targets. This finding indicates that the better the implementation of *engaging leadership* by leaders, the higher the achievement of the company's sales targets.

Based on the description of respondents' answers to the *engaging leadership variable*, it can be concluded that most respondents responded in the agree and neutral categories to the proposed indicators. This indicates that the implementation of *engaging leadership* in the company is quite good, especially in the aspects of providing feedback, work appreciation, self-development support, communication, and teamwork. Respondents assessed that leaders are quite capable of creating a supportive work atmosphere, providing motivation, involving employees in work, and building a sense of togetherness within the team. In addition, employees also felt they understood the organization's goals sufficiently through leadership direction. However, there were still some respondents who disagreed with several indicators such as involvement in decision-making, work freedom, and providing work challenges. These findings indicate that the company still needs to improve the quality of leadership that is more participatory, communicative, and empowering employees so that work engagement and the achievement of organizational targets can be more optimal.

Based on theoretical studies, *engaging leadership* is a leadership style that engages employees through support, communication, motivation, attention, and empowerment

in their work. Leaders who are able to build positive working relationships will increase employee morale, engagement, and performance in achieving company targets. Therefore, the results of this study align with the theory that effective leadership can increase productivity and sales target achievement by enhancing employee motivation and engagement at work (W. Schaufeli, 2021).

The influence of employee competence on motivation

The results of the hypothesis testing show that the test results show a coefficient of 0.577, t-statistic 12,773 > 1.65, and p-value 0.000, which is below the significance of 0.05. then this hypothesis is accepted, which means employee competence has a positive and significant effect on motivation. This shows that the higher the competence of an employee, the higher their motivation. This research is strengthened by research by Rina Masrurroh, et al. (2023) and Thowil Amrin, et al. (2024), Hotman Situmorang, et al. (2024) which states that competence has a significant effect on motivation.

Based on the description of respondents' answers to the work motivation variable, it can be concluded that the majority of respondents responded in the agree and neutral categories to the proposed indicators. This indicates that employee work motivation is in the fairly good category, especially in aspects of work responsibility, desire to achieve, career development, and meeting life and family needs. Respondents also assessed that their education and knowledge are quite helpful in increasing self-confidence and performance achievement. In addition, most employees feel quite satisfied and proud of their work and consider it to provide challenges and opportunities for development. However, there are still respondents who feel fatigue, boredom at work, and consider the company's reward and recognition system to be less than optimal. These findings indicate that companies need to improve work motivation through providing fair rewards, job variety, a comfortable work environment, and career development support to optimally increase employee enthusiasm and productivity.

Employees who possess the appropriate knowledge, skills, experience, and work abilities tend to be more motivated in carrying out their duties and responsibilities. According to Wibowo (2018), competence is an ability based on knowledge, skills, and work attitudes that support effective task execution. Meanwhile, Sutrisno (2016) states that employee competence can increase work enthusiasm and drive because individuals feel capable of performing their jobs well. Therefore, the higher an employee's competence, the higher their work motivation, which supports the achievement of company goals.

The influence of *engaging leadership* on motivation

The results of the hypothesis testing show that the coefficient value is 0.478, t-statistic 9.607 > 1.65, and p-value 0.000, this hypothesis is accepted because it meets the requirements for significance. This means that *engaging leadership* has a positive and significant effect on motivation, which indicates that the better the leadership style that involves, supports, and provides attention to employees, the higher the employee's work motivation. Leadership that is able to create positive work relationships can increase employee enthusiasm, involvement, and enthusiasm in carrying out their work.

According to Schaufeli, *engaging leadership* can increase employee engagement and motivation through empowerment, strengthening interpersonal relationships, and providing support at work. Furthermore, Robbins states that effective leadership can influence individual behavior and motivation in achieving organizational goals. Therefore, *engaging leadership* is a crucial factor in increasing employee motivation, which in turn impacts performance and the achievement of company goals.

The influence of sales targets on motivation

The results of the hypothesis testing show that the coefficient value obtained is 0.460, t-statistic $5.728 > 1.65$, and p-value 0.000, so this hypothesis is accepted. This means that sales targets have a positive and significant influence on work motivation. In this case, it shows that the clearer and more achievable the sales targets set by the company, the higher the employee's work motivation in carrying out their duties and responsibilities. Measurable sales targets can boost work enthusiasm, increase the sense of achievement, and encourage employees to work more optimally.

Based on the description of respondents' answers to the sales target variable, it can be concluded that most respondents responded in the agree and neutral categories to the proposed indicators. This indicates that the company's sales target is in the fairly good category, although not yet fully optimal. Respondents assessed that there has been an increase in sales, employee contribution to sales, and the effectiveness of the strategies, promotions, and distribution implemented by the company, although some are still at a moderate level. Furthermore, respondents also stated that sales targets, profit targets, and product evaluations have been implemented, although not yet fully felt effective by all employees. Market factors, promotions, technology, and cost management are also considered to play a significant role in supporting sales achievement. However, there are still responses that indicate inconsistencies in target achievement and the effectiveness of the company's strategy. Thus, it can be concluded that the company's sales targets have been running quite well, but still requires improvements in the effectiveness of marketing strategies, distribution, and performance evaluation to achieve more optimal and stable sales.

. Therefore, companies need to set sales targets that are not only high but also focused and achievable, thereby maintaining and sustainably increasing employee motivation.

The influence of employee competence on sales targets through motivation

The results of the hypothesis testing show a coefficient of 0.265, a t-statistic of $4.988 > 1.65$, and a p-value of 0.000. Since the value is below 0.05, this hypothesis is accepted and indicates the presence of mediation. This means that good employee competence can increase work motivation, thus impacting the achievement of sales targets. Thus, motivation acts as a mediating variable that strengthens the influence of employee competence on the company's sales targets.

Implicitly, these results confirm that companies need not only improve employee competency through training and skills development, but also need to pay attention to the aspect of work motivation as a reinforcing factor. High motivation will make employees more enthusiastic, focused, and consistent in achieving sales targets.

Therefore, human resource development strategies need to integrate competency improvement while strengthening motivation so that sales performance results can be more optimal and sustainable. Based on theoretical studies, competency is an ability that includes knowledge, skills, and work attitudes that influence the effectiveness of employee performance. According to Wibowo (2018), good competency will improve individual performance in the organization. Meanwhile, motivation is an internal drive that makes individuals willing and enthusiastic in working. According to Sutrisno (2016), work motivation plays an important role in improving employee performance. Furthermore, in the mediation theory explained by Baron and Kenny, mediating variables function to explain the mechanism of the relationship between independent and dependent variables. Thus, the results of this study strengthen the theory that motivation can be an intermediary variable that strengthens the influence of employee competency on achieving sales targets.

The influence of *engaging leadership* on sales targets through motivation

The results of the hypothesis testing show that the analysis results show a coefficient of 0.220, t-statistic $4.988 > 1.65$, and p-value 0.000. Because the p-value

< 0.05 , then this hypothesis is accepted, and it can be concluded that there is a positive and significant indirect effect through partial mediation. This indicates that sales targets partially bridge the influence between *engaging leadership* and motivation. This finding indicates that *engaging leadership* not only directly influences motivation but also through the role of sales targets as an intermediary factor that strengthens the relationship.

Implicationally, these results indicate that an effective leadership style, in the form of *engaging leadership*, needs to be supported by the setting of clear, measurable, and challenging sales targets to optimally increase employee work motivation. Well-managed sales targets will bridge the gap between leadership directives and employees' psychological drive, thus creating stronger and more sustainable motivation. Therefore, companies need to ensure that participatory leadership and realistic work targets are balanced to maximize employee motivation (Kotler & Keller, 2016).

Based on theoretical studies, *engaging leadership* is a leadership style that emphasizes employee involvement, support, and empowerment in achieving organizational goals. According to Schaufeli, leadership that involves employees can increase engagement and work motivation. Meanwhile, sales targets are a form of work objective that serves as direction and motivation in achieving organizational performance. In the mediation theory proposed by Baron and Kenny, mediating variables explain the mechanism of the relationship between independent and dependent variables, both fully and partially. Thus, the results of this study strengthen the theory that sales targets can act as a partial mediator that bridges the influence of *engaging leadership* on employee work motivation.

4. CONCLUSION

Based on the results of the analysis and discussion of the influence of employee competence and *engaging leadership* on sales targets through motivation at PT Victory International Futures Pekanbaru, the following conclusions can be drawn: Employee competence has a significant positive effect on sales targets at PT Victory International Futures Pekanbaru. *Engaging leadership* has a positive and significant influence on sales targets at PT Victory International Futures Pekanbaru. Employee competence has a positive and significant effect on motivation at PT Victory International Futures Pekanbaru. *Engaging leadership* has a positive and significant influence on motivation at PT Victory International Futures Pekanbaru. Sales targets have a positive and significant effect on motivation at PT Victory International Futures Pekanbaru. Employee competence has a positive and significant effect on sales targets through motivation at PT Victory International Futures Pekanbaru. *Engaging leadership* has a positive and significant effect on sales targets through motivation at PT Victory International Futures Pekanbaru.

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