

Analysis of the Influence of Brand Engagement and Organizational Commitment on the Sales Performance of PT Hadji Kalla Toyota: Motivation and Sales Effort as Mediating Variables

Ariefyanto^{1*}, Abdul Rahman Kadir¹, Nuraeni Kadir¹, Arifuddin¹

¹*Faculty of Economics and Business, Hasanuddin University, Makassar, South Sulawesi, Indonesia*

***Corresponding Author:** Ariefyanto | Email: ariefyanto23a@student.unhas.ac.id

ABSTRACT

This study aims to analyze the impact of brand attachment and organizational commitment on behavioral and sales performance, with sales motivation and brand selling effort as mediating variables. Using Social Identity Theory (SIT), data were collected from sales personnel to examine the mechanism of converting psychological energy into tangible work outcomes. The results show that brand attachment and organizational commitment have a significant positive effect on performance. Sales motivation is an internal engine that converts loyalty into professional action, while brand selling effort functions as a transformative bridge that turns personal identity into proactive strategies in the field. These findings affirm that sales performance is a natural consequence of superior behavioral-performance. Companies are advised to invest in internal branding and the fulfillment of psychological needs to trigger autonomous motivation rather than relying solely on transactional incentives. Although limited by its cross-sectional design, this study provides a theoretical foundation for the importance of managing social identity to achieve sustainable organizational performance.

Keywords: Brand Attachment, Organizational Commitment, Sales Motivation, Sales Effort, Sales Performance.

1. INTRODUCTION

The evolution of the salesperson's role has shifted from merely acting as an intermediary in transactions to becoming a crucial value creator for both consumers and organizations. Amidst a market dynamic that demands brand authenticity, a salesperson's success is no longer measured solely by sales volume but by their ability to build long-term relationships and embody the brand's identity (Sirianni et al., 2013). One key factor driving the effectiveness of this role is brand attachment, a strong emotional and cognitive bond between the salesperson and the brand they represent (Park et al., 2010). Brand attachment allows salespeople to integrate brand values into their self-identity. According to Social Identity Theory, this connection motivates salespeople to engage in extra-role behaviors and increases their organizational commitment (Chinelato et al., 2022). Psychologically, strong attachment serves as an internal resource that fuels both intrinsic and extrinsic sales motivation, prompting smarter and more adaptive sales efforts (Allison et al. 2016; Hughes et al. 2010).

While strong brand attachment encourages salespeople to communicate product beliefs enthusiastically, excessive emotional expression risks creating customer perceptions of informational bias (Beeler, 2021). Therefore, companies must balance this motivation with clear role management, enhanced knowledge, and data-driven training to ensure that salespeople can work more intelligently to build productive and accurate customer relationships (Anderson et al., 2008).

Brand attachment plays a crucial role in determining sales motivation because it creates a sense of ownership and emotional commitment that drives salespeople to work harder. This motivation encompasses both intrinsic and extrinsic factors; when both are present at high levels, the organization achieves the most effective performance (Hayenga and Corpus, 2010). This motivation manifests as tangible effort, with motivated salespeople tending to work more intelligently by adapting presentation

strategies and persuasive tactics to meet the specific needs of customers (Hughes et al., 2010; Kwak et al., 2019).

In addition to sparking motivation, brand attachment strengthens organizational commitment and salespeople's dedication to their company. Highly committed salespeople function as brand ambassadors who build brand equity and enhance transactional efficiency through relationships founded on trust and reciprocity (Sirianni et al., 2013). Although cognitive factors and technical knowledge are crucial, the integration of emotional connection with the brand and sustained commitment is the key to minimizing role ambiguity and optimizing job satisfaction and overall sales performance.

For example, examines the effect of ethnically targeted advertising on the relationship between consumers and brands, including brand love, brand attachment, and attitudes toward the brand. They provide evidence that advertisements with ethnic elements have the strongest influence on brand love compared to other consumer brand relationship constructs, including brand attachment. Based on self-concept theory, the customer brand relationship and its connection with advertising targeting Hispanics is based on how individuals can extend their self-concept by acting and thinking as if some or all attributes of others (e.g., those with the same ethnicity) are partially related to them. Brand identification positively impacted brand attachment. Consumers who identify with a brand believe that their consumption reinforces their self-alignment, thereby increasing their trust in it. The results show that sales force brand attachment drives sales performance through job satisfaction and organizational commitment. However, the current literature is still limited in exploring the relationship between sales force brand attachment and more comprehensive performance dimensions, namely, behavioral performance and outcome performance. Effective sales force management requires the integration of emotional aspirations and appropriate performance measurement systems to address role ambiguity in the field. Therefore, this study aims to analyze the role of brand attachment in enhancing motivation, sales effort, and organizational commitment, with the goal of optimizing the total performance of the sales force to provide a competitive advantage for the company.

2. THEORETICAL REVIEW

2.1 *Social Identity Theory (SIT)*

Social Identity Theory (SIT) serves as the primary foundation for understanding how individuals, both consumers and employees, identify themselves with an organization or brand. This theory explains that people tend to categorize themselves into certain social groups to form meaningful identities. In a corporate context, this develops into the concepts of Consumer-Company Identification (CCI) and organizational identification, where perceptions of a company's characteristics and interactions with staff become the main drivers behind the emergence of a strong sense of attachment.

In the workplace, the application of SIT shows that organizations can facilitate the adoption of group identity, which in turn influences employees' professional behavior. When salespeople can internalize brand identity, especially if the brand's personality aligns with their personal or local values, it creates a deep psychological closeness. This emotional bond transforms salespeople into effective brand ambassadors who are not only focused on short-term transactions but also committed to building long-term relationships and fostering customer loyalty.

A high level of identification has been proven to have significant positive impacts on organizations, ranging from improved performance in their roles to the emergence of voluntary (extra-role) behaviors. For salespeople, brand attachment serves as a unique psychological resource that boosts their sales efforts and job satisfaction. Furthermore, brand identification acts as a buffer that protects employees from work-related pressures, such as rigid bureaucracy or hierarchical authority, thereby supporting overall business sustainability.

2.2 *Behavioral Performance*

Behavioral performance assessment is crucial because it provides a holistic picture of an employee's contribution through concrete actions such as teamwork, technical knowledge, and planning (Schwepker, 2019). Unlike results-based performance, which focuses solely on output, behavioral performance emphasizes how individuals achieve their goals through initiative, communication, and adherence to

organizational values. Empirically, better behavioral performance has been proven to drive higher results-based performance in organizations (Baldauf & Cravens, 2002).

2.3 Outcome Performance

Traditional measurements of sales force performance rely heavily on quantitative company data, such as unit sales volume or profit contribution. According to Behrman (1982), it is very important to depend on quantitative company data (such as dollar or unit sales or contribution to profit over a certain period) as a logical measure of sales force performance. Many variables considered important for job performance in most occupations (such as cognitive abilities, acquired skills and knowledge, and conscientiousness) are also likely to be important for sales performance.

2.4 Salesperson Brand Attachment

Based on Bowlby's (1982) theory, attachment was initially defined as a deep emotional bond between an infant and their caregiver, which becomes the foundation of psychological relationships. This principle was later adapted to the marketing context as brand attachment, where salespeople develop a personal and profound emotional and cognitive bond with the brand they represent, similar to typical human emotional relationships. Schmitt (2012) considers brand attachment as an expression of consumers' connectedness with a brand. Heilbrunn (2001) supports the postulate that brand attachment encompasses emotional, cognitive, and affective relationships. The concepts of approach and dependency are associated with brand attachment. According to Park et al. (2006), emotional and cognitive bonds help individuals connect to brands, which results from the extension of their self-identity.

2.5 Organizational Commitment

According to Allen and Meyer in Darmawan (2013:169), organizational commitment is defined as a concept with three dimensions: affective, continuance, and normative commitment. Furthermore, Robbins and Judge (2016) define organizational commitment as the relative strength of an individual's identification with and involvement in an organization, characterized by acceptance of the organization's values and goals, willingness to exert effort on behalf of the organization, and desire to maintain membership in the organization. Organizational commitment is described as a strong psychological and physical bond between employees and their workplaces (Wirawan, 2014). This condition involves feelings of pride, alignment with the organization's goals, and a strong desire to maintain membership and not leave the company (Mathis & Jackson, Robbins & Judge, 2007). Essentially, employees who are fully committed will embrace the values of the organization and be willing to contribute their best to the organization's ongoing future.

2.6 Sales Motivation

Motivation is a crucial factor, ranking third as the most effective predictor of sales performance after role perception and skills (Churchill et al. 1985). Self-directed intrinsic motivation plays a role in creating a symbiotic relationship between the salesperson's engagement and buyer behavior, thereby fostering improved skills and a sense of pride in their work (Mallin et al., 2017; Griffiths et al., 2024). Meanwhile, extrinsic motivation in the form of tangible rewards, such as bonuses, commissions, and promotions, serves as a trigger to achieve specific sales targets. Although different in nature, the integration of intrinsic and extrinsic motivation forms a strong framework for influencing individual behavior and optimizing overall performance in sales (Didier et al., 2023).

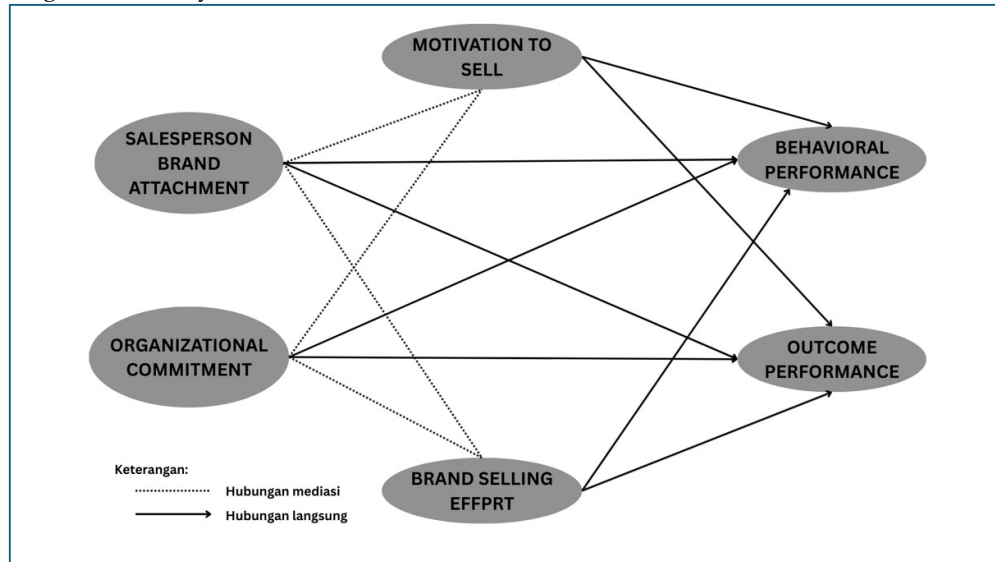
2.7 Brand Selling Effort

Effort has a significant influence on salesforce performance, which is why researchers have extensively studied its antecedents. The driving factors behind effort include motivation, personality characteristics (such as self-efficacy and competitiveness), and role perception. In addition, external aspects such as supervisory behavior, job characteristics (autonomy and task variety), and environmental factors such as territory potential and workload are also key determinants of how much effort a salesperson exerts (Brown & Peterson, 1994; Williams & Plouffe, 2007).

3. FRAMEWORK OF THINKING AND HYPOTHESIS DEVELOPMENT

The evolution of the salesforce role has shifted from merely acting as transaction agents to becoming value creators who focus on building long-term relationships with customers. In this dynamic, brand attachment emerges as a crucial factor because the salesforce is perceived as a tangible representation of the brand identity. This attachment involves emotional responses and a strong sense of ownership, which, while

highly beneficial to the organization, must be managed appropriately so as not to create an impression of emotional fanaticism that could undermine the salesperson's credibility in the eyes of customers. Strategically, brand attachment serves as the main driver of motivation and sales efforts, prompting salespeople to work smarter and adaptively in response to consumer needs. Moreover, emotional attachment to the brand also strengthens organizational commitment, which, in turn, enhances job satisfaction and overall sales performance. The integration of motivation, measured effort, and dedication to the company is the key to the success of salespeople in achieving organizational targets while maintaining sustainability.



Source: Thought Processing Results (2025).

Figure1. Research Framework

Brand attachment is a deep emotional and cognitive bond that serves as a means of self-identity expression and a tool for social categorization, enabling individuals to strengthen their sense of belonging within a group (in-group). According to Social Identity Theory (SIT), this relationship is formed through the mechanisms of categorization and social comparison, where brands are not merely products but become an integral part of the user's social identity (Tajfel & Turner, 1986). Strategically, strengthening brand identification has been proven to significantly enhance emotional attachment, which in turn positively impacts sales efforts, organizational commitment, and overall performance outcomes for sales personnel, as well as long-term customer loyalty (Chinelato et al., 2021; Molinillo et al., 2022). Therefore, the first and second hypotheses are as follows:

H1: Salespeople's brand attachment has a significant positive effect on their behavioral performance.

H2: Salespeople's brand attachment has a significantly positive effect on their sales performance.

Brand attachment serves as an emotional and cognitive foundation that allows salespeople to internalize brand values into their self-identity, resulting in a deep sense of pride and loyalty toward the brand. This attachment transforms into organizational commitment, particularly in the form of affective commitment, where salespeople feel a strong psychological bond to continue supporting the company's goals and building brand equity, especially in business-to-business (B2B) interactions (Chinelato, 2021; Latif, 2018). Ultimately, the internalization of this group identity encourages salespeople to make maximum contributions, maintain long-term relationships with the organization, and uphold the brand's reputation in the eyes of customers as a manifestation of their trust and satisfaction. Therefore, the third and fourth hypotheses are proposed as follows:

H3: Salesperson organizational commitment has a significant positive effect on behavioral performance.

H4: Salesperson organizational commitment has a significantly positive effect on sales performance.

Self-Determination Theory (SDT) emphasizes that fulfilling the basic needs for autonomy, competence, and relatedness is the key that fuels human motivation, both in the context of high-value product consumption and in the professional behavior of salespeople (Deci & Ryan, 2000). In the sales world, intrinsic motivation

drives salespeople to work based on personal satisfaction and appreciation of product value, whereas extrinsic motivation provides a stimulus through financial incentives and social status recognition (Veblen, 1899). Both serve as crucial mediators linking brand attachment to performance outcomes, where strong emotional attachment can transform brand identity into a psychological resource that enhances dedication, goal achievement efforts, and the overall quality of sales performance. Therefore, the third and fourth hypotheses are proposed as follows:

H5: Sales motivation mediates the effect of salespeople's brand attachment on behavioral performance.

H6: Sales motivation mediates the effect of salespeople's brand attachment on sales performance.

Organizational commitment is viewed as a form of social identification that transforms company success into a component of the salesperson's self-esteem, thereby creating a profound sense of ownership (Jaramillo et al., 2006; Rateb et al., 2026). This commitment does not automatically increase performance; rather, it requires sales motivation as a mediator or psychological bridge that sparks the internal drive to work harder and smarter (Lo et al. 2024). Through this mechanism, the psychological energy from organizational commitment is channeled into intrinsic motivation and enthusiasm in facing challenges, which in turn significantly optimizes salesforce performance both behaviorally and in achieving target results (Bagozzi et al., 2025; Bagozzi et al., 2016). Therefore, the third and fourth hypotheses are proposed as follows:

H7: Sales motivation mediates the effect of Salesforce organizational commitment on behavioral performance.

H8: Sales motivation mediates the effect of salesforce organizational commitment on sales performance.

Salesforce performance results from integrating personal capacity and strategic choices in customer management, where brand attachment functions as a social identity internalized as group pride (Anderson et al., 2008; Kwak et al., 2019). This emotional and cognitive attachment does not automatically enhance performance; it requires selling effort as a mediation mechanism that transforms psychological bonds into real actions, such as persistence in service and effectiveness in sales approaches. Thus, selling effort manifests the individual's attempt to maintain the group's positive image, directly converting internal motivation into target achievement and superior performance outcomes. Therefore, the third and fourth hypotheses are proposed as follows:

H9: Salesforce selling efforts mediate the effect of salespeople's brand attachment on behavioral performance.

H10: Salesforce selling efforts mediate the effect of salespeople's brand attachment on sales performance.

Organizational commitment is a deep psychological identification in which salespeople internalize the company's objectives as part of their self-identity (Rateb et al., 2026; Fu et al., 2017). This commitment requires brand-selling efforts as a crucial mediator that channels this psychological energy into strategic actions, such as a greater allocation of mental and physical resources to actively promote brand value (Lo et al., 2024; Mehr et al., 2025). Through this mediation mechanism, salesperson loyalty transforms into tangible behaviors, such as brand evangelism and intensive branding efforts, that directly convert commitment into increased performance, both in terms of service quality and sales target achievement (Gommah et al., 2014; Michel et al., 2015). Therefore, the third and fourth hypotheses are proposed as follows:

H11: Salesforce selling efforts mediate the effect of salesforce organizational commitment on behavioral performance.

H12: Salesforce selling efforts mediate the effect of salesforce organizational commitment on sales performance.

4. METHOD

This study employs a positivist paradigm with a quantitative approach and explanatory methods to objectively test the relationships between variables. The main focus of this study is to analyze the influence of brand attachment and organizational commitment on the performance of sales personnel at PT Hadji Kalla Toyota (South, Central, and Southeast Sulawesi regions). The selection of this location is based on the company's position as the largest official Toyota dealer with a proven national management system and sales performance.

The research population included all the company's sales personnel, with a minimum sample size of 242 respondents determined using the Slovin formula. Sampling was conducted using random sampling techniques to ensure data representativeness. Primary data were collected through field surveys over six months, and secondary data were obtained from annual reports and official company documents to strengthen the validity of the analysis results. Data analysis was conducted using the Structural Equation Model (SEM) method to map the roles of exogenous, mediating, and endogenous variables. The operational definitions of the variables are as follows:

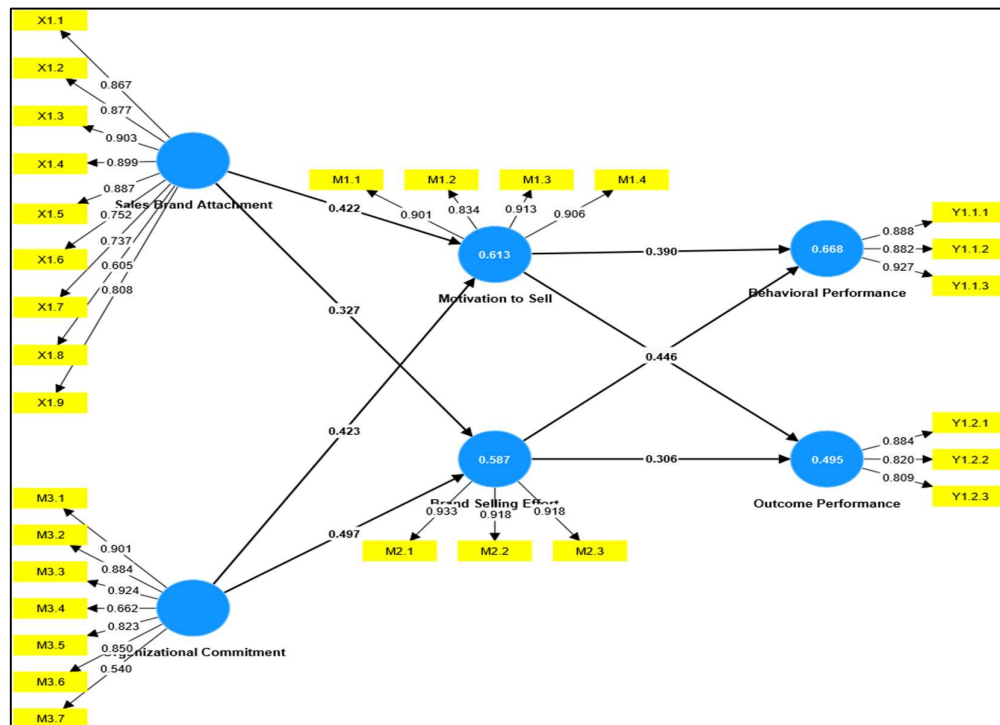
Table 1. Operational Definition of Variables

No.	Variable	Definition	Indicator	Scale	Reference
1	Salesperson Brand Attachment (X1)	The strength of cognitive and affective bonds between an individual and the brand they sell.	1) Self-identification 2) Emotional attachment 3) Desire to maintain the relationship	Likert	Allison et al. (2016)
2	Organizational Commitment (X2)	The ability and willingness that reflects the extent to which personal behavior is aligned with the organization's priority needs and goals.	1) Affective commitment 2) Continuance commitment 3) Normative commitment	Likert	Allen & Meyer (1990)
3	Motivation to Sell (M1)	Internal and/or external drives that influence salespeople to actively and consistently engage in sales activities.	1) Intrinsic motivation 2) Extrinsic motivation	Likert	Mallin (2017)
4	Brand Sales Effort (M2)*	The level of energy, time, and resources consistently devoted by salespeople in carrying out sales activities to achieve sales targets.	1) Persistence 2) Effort intensity 3) Proactive selling 4) Customer engagement 5) Extra-role behavior	Likert	Allison et al. (2016)
5	Salesperson's Performance (Y)	Actual results achieved that can be measured both quantitatively and qualitatively.	1) Behavioral performance 2) Outcome performance	Likert	Chinelato (2021)

5. RESULT AND DISCUSSION

5.1. Instrument Validity Test

Validity testing is conducted to determine whether the construct meets the requirements to proceed as research. In validity testing, two types of evaluations are conducted: convergent validity and discriminant validity.



Source: Processed primary data (2026).

Figure 2. Validity Test Results

Figure 2 shows the results of the convergent validity test using SmartPLS. Several indicator items of the variables have loading factor values > 0.6 and are thus considered valid. In addition to the loading factor, convergent validity can be assessed by examining the average variance extracted (AVE) value. The required AVE value specifies that a model is considered good if the AVE of each construct is > 0.5 (Abdullah, 2015).

Table 2. Average Variance Extracted (AVE)

Variable	AVE	Remarks
Brand Attachment (X1)	0.673	Valid
Organizational Commitment (X2)	0.654	Valid
Motivation to Sell (M1)	0.791	Valid
Brand Sales Effort (M2)	0.852	Valid
Behavioral Performance (Y1)	0.809	Valid
Sales Performance (Y2)	0.703	Valid

Source: Processed primary data (2026).

Based on Table 2, we can conclude that the AVE values for all variables are above the threshold (> 0.5). This ensures that each latent construct in the study can explain more than 50% of the variance of its constituent indicators.

5.2. Reliability Test

Reliability testing aims to determine the internal consistency and stability of the measurements of the research instrument. Reliability testing in SmartPLS does not rely on a single parameter but is instead measured through Cronbach's Alpha, Composite Reliability (CR), and the (Heterotrait-Monotrait Ratio (HTMT)).

Table 3. Result of Cronbach's Alpha test

Variable	Cronbach's Alpha	Threshold	Remarks
Brand Attachment (X1)	0.938	0.60	Reliabel
Organizational Commitment (X2)	0.908	0.60	Reliabel
Motivation to Sell (M1)	0.912	0.60	Reliabel
Brand Sales Effort (M2)	0.914	0.60	Reliabel

Variable	Cronbach's Alpha	Threshold	Remarks
Behavioral Performance (Y1)	0.882	0.60	Reliabel
Sales Performance (Y2)	0.797	0.60	Reliabel

Source: Processed primary data (2026).

Based on the results of the reliability test in Table 3, all variables in this study were declared reliable because they had a Cronbach's alpha value > 0.60. Achieving this value proves that the items in the questionnaire have strong internal consistency; therefore, the instrument can provide stable and consistent results in measuring each latent variable.

Table 4. Result of Composite Reliability Test

Variabel	Composite reliability (rho_a)	Composite reliability (rho_c)	Remarks
Brand Attachment (X1)	0.949	0.948	Reliabel
Organizational Commitment (X2)	0.939	0.928	Reliabel
Motivation to Sell (M1)	0.918	0.938	Reliabel
Brand Sales Effort (M2)	0.921	0.945	Reliabel
Behavioral Performance (Y1)	0.887	0.927	Reliabel
Sales Performance (Y2)	0.869	0.876	Reliabel

Source: Processed primary data (2026).

Based on Table 4, testing through Composite Reliability (CR) indicates that all research constructs have excellent internal consistency, with values exceeding the 0.60 standard. Most variables recorded CR values approaching 0.90, indicating a very high level of reliability. The advantage of using CR in the context of PLS lies in its ability to provide more precise estimates than the more conservative Cronbach's Alpha, as CR considers the specific weights of each indicator. This reinforces the strong and consistent associations among all indicators in representing their respective latent variables.

Table 5. Result of HTMT test

Relationship between Variables	Composite reliability (rho_a)	Remarks
X1 <-> M1	0.776	Reliabel
X1 <-> M2	0.724	Reliabel
X1 <-> X2	0.757	Reliabel
X2 <-> M1	0.773	Reliabel
X2 <-> M2	0.772	Reliabel
M2 <-> M1	0.797	Reliabel
Y1 <-> M1	0.827	Reliabel
Y1 <-> M2	0.853	Reliabel
Y1 <-> X2	0.822	Reliabel
Y1 <-> X1	0.701	Reliabel
Y2 <-> M1	0.743	Reliabel
Y2 <-> M2	0.699	Reliabel
Y2 <-> X2	0.824	Reliabel
Y2 <-> X1	0.690	Reliabel
Y2 <-> Y1.1	0.849	Reliabel

Source: Processed primary data (2026).

Based on the HTMT test in Table 5, no values exceeded the threshold of 0.90, indicating that the respondents could clearly distinguish each construct in the questionnaire. This achievement confirms that variables such as Leadership Style through to Performance are truly independent, both statistically and conceptually.

Because the HTMT approach is recognized as being more sensitive in identifying the lack of connection between constructs, these results provide a credible foundation for conducting path coefficient analysis without concerns regarding accuracy bias in the research model.

5.3. Model fit test

Model fit testing in PLS-SEM was conducted to determine the extent to which the hypothesized model empirically aligned with the data collected. Unlike covariance-based SEM techniques (CB-SEM), model fit testing in PLS-SEM focuses more on predictive power and the overall quality of the model. Some of the main parameters used to measure Model Fit in SmartPLS are as follows:

Table 6. Result of Model fit test

	Saturated model	Estimated model	Threshold	Remarks
SRMR	0.075	0.086	< 0,10	Fit
d_ ULS	2.418	3.211		Fit
d_ G	1.290	1.395		Fit
Chi-square	1364.386	1409.435		Fit
NFI	0.769	0.761	0,9	Fit

Source: Processed primary data (2026).

Model fit testing was conducted to determine the extent to which the hypothesized model was supported by empirical data. Based on Table 6, the Standardized Root Mean Square Residual (SRMR) value in the estimated model was 0.086. This value is below the required threshold of < 0.10; thus, it can be concluded that the model has a good level of fit. This result indicates that the difference between the observed correlations and the model's implied correlation matrix was within an acceptable range.

Other indicators that strengthen the model's feasibility are the unweighted least squares disparity (d_ ULS) value of 3.211 and the geodesic disparity (d_ G) value of 1.395. Both were categorized as "Fit," indicating that there was no statistically significant difference between the sample covariance matrix and the covariance matrix generated by the model. Additionally, the Chi-square value in the estimated model is recorded at 1409.435, which, in the context of PLS-SEM, is used as a basis for calculating other fit indices. Lastly, the test using the Normed Fit Index (NFI) showed a value of 0.761. Although this figure is below the generally ideal threshold of 0.9, in this data analysis it is still categorized as "Fit." Overall, the test results in Table 5.14 confirm that the constructed structural model is sufficiently consistent with the field data. This provides a strong basis for proceeding with the analysis of the testing of relationships between variables and proving the research hypotheses.

5.4. Inner model test

The evaluation of the structural model aims to determine the influence of latent variables within the model. R-squared values of 0.67, 0.33, and 0.19 indicate strong, moderate, and weak models, respectively (Chin et al. 1998 in Ghozali & Latan, 2015). The estimated R-squared results are presented in the following table.

Table 7. Result of Inner Model test

	R-square (R ²)	R-square adjusted	Remarks
Motivation to Sell (M1)	0.613	0.609	Strong
Brand Sales Effort (M2)	0.587	0.583	Strong
Behavioral Performance (Y1)	0.668	0.665	Strong
Sales Performance (Y2)	0.495	0.489	Strong

Source: Processed primary data (2026).

Table 7 presents the results of the structural model test, which measures the R² and Adjusted R² values for four research variables: Sales Motivation (M1), Brand Sales Effort (M2), Behavioral Performance (Y1), and Sales Performance (Y2). Overall, all variables fell into the "Strong" category in explaining the influence of independent variables on their respective dependent variables. For the mediating variable, Sales Motivation (M1) showed an R² value of 0.613 with an adjusted R² value of 0.609. This indicates that the model explains 61.3% of the variance in sales motivation. Meanwhile, the Brand Sales Effort (M2) variable

has an R2 value of 0.587 and an adjusted R2 of 0.583, meaning that approximately 58.7% of the variance in this variable can be explained by the constructs influencing it in the model.

Furthermore, for the dependent performance variable, Behavioral Performance (Y1) records the highest R2 value in this table, at 0.668, with an adjusted R2 value of 0.665. This figure shows a very high level of prediction accuracy, where 66.8% of the changes in behavioral performance can be explained by the model. This strengthens the position of variable Y1 as part of the model with a solid structural relationship. Lastly, the Sales Performance (Y2) variable has an R2 value of 0.495 with an adjusted R2 value of 0.489. Although this figure is the lowest compared to the other variables, it is still categorized as “Strong” in the context of this structural model test. Collectively, these results prove that the proposed research model has high representational value and is suitable for further analyses.

5.5. Hipotesis Testing

The total indirect effect in mediation testing aims to measure the combined influence of all indirect pathways from an independent variable to a dependent variable through one or more mediator variables. Its main purpose is to identify the extent of the total change in the dependent variable that occurs through intermediary (mediation) mechanisms.

In models with more than one mediator (parallel mediation), the Total Indirect Effect sums all the effects from the different mediation pathways to provide a comprehensive overview of the collective role of mediation. If the direct effect is not significant but the total indirect effect is significant, this indicates that the relationship between the variables relies entirely on the role of the intervening or mediating variable (perfect mediation). The results of the indirect effect test are presented in table below.

Table 8. Result of Total Indirect Effect test

No	Hipotesis	Original sample (O)	Sample mean (M)	STDEV	T statistics	P values	Ket.
1	X1 → Y1	0.324	0.306	0.063	5.130	0.000	Sig.
2	X1 → Y2	0.289	0.280	0.058	4.953	0.000	Sig.
3	X2 → Y1	0.407	0.410	0.071	5.716	0.000	Sig.
4	X2 → Y2	0.341	0.341	0.069	4.956	0.000	Sig.

Source: Processed primary data (2026).

The specific indirect effect in mediation testing aims to evaluate the strength and significance of each mediation path individually, especially in research models that involve more than one mediator variable. This analysis enables researchers to isolate the role of a particular mediator without interference from the effects of other mediators, so the unique contribution of each intervening variable in channeling the impact of the independent variable on the dependent variable can be identified. By understanding these specific paths, researchers can determine which internal mechanisms are most dominant in the relationships between constructs.

Table 9. Result of Specific Indirect Effect test

No .	Hipotesis	Original sample (O)	Sample mean (M)	STDEV	T statistics	P values	Ket .
1	X1 → M1 → Y1	0.165	0.162	0.047	3.474	0.001	Sig.
2	X1 → M1 → Y2	0.188	0.189	0.061	3.112	0.002	Sig.
3	X1 → M2 → Y1	0.159	0.145	0.064	2.474	0.013	Sig.

No .	Hipotesis	Original sample (O)	Sample mean (M)	STDE V	T statistics	P values	Ket .
4	X1 → M2 → Y2	0.100	0.092	0.050	2.007	0.045	Sig.
5	X2 → M1 → Y1	0.165	0.156	0.071	2.323	0.020	Sig.
6	X2 → M1 → Y2	0.189	0.178	0.078	2.406	0.016	Sig.
7	X2 → M2 → Y1	0.242	0.255	0.089	2.709	0.007	Sig.
8	X2 → M2 → Y2	0.152	0.163	0.076	1.994	0.046	Sig.

Source: Processed primary data, 2026.

Table 9 presents the results of the specific indirect effect tests, detailing the performance of each mediation pathway within the research model. Overall, all eight mediation pathways tested showed significant results (Sig.). as evidenced by p-values of less than 0.05 and t-statistics greater than 1.96. These findings confirm that both Sales Motivation (M1) and Brand Sales Effort (M2) serve as effective mediating variables in linking the independent variables (X1 and X2) to performance outcomes (Y1 and Y2). The detailed descriptions are as follows.

Mediating Variable: Sales Motivation (M1)

In the analysis of pathways through M1, this variable consistently served as a strong mediator for both independent variables. The X1 → M1 → Y2 pathway has a coefficient of 0.188 (T = 3.112), whereas the X2 → M1 → Y2 pathway has a coefficient of 0.189 (T = 2.406). This indicates that sales motivation (M1) is a stable channel for translating brand attachment (X1) and organizational commitment (X2) into sales performance (Y2).

In the analysis of the X1 → M1 → Y1 pathway, the coefficient value was 0.165 (T = 3.474), while that of X2 → M1 → Y1 was 0.165 (T = 2.323). This suggests that Sales Motivation (M1) is an equally effective mediator for both independent variables in triggering Behavioral Performance (Y1).

Mediating Variable: Brand Sales Effort (M2)

In the analysis of pathways through M2, the most dominant mediation pathway in this model was found in the relationship X2 → M2 → Y1, with an Original Sample value of 0.242 (T = 2.709). Conversely, the X1 → M2 → Y2 pathway has a coefficient of 0.100 (T = 2.007). The difference in these coefficients illustrates that M2 is more effective in driving behavioral performance (Y1) than in driving sales performance (Y2).

In the analysis of the X1 → M2 → Y1 pathway, the coefficient was 0.159 (T = 2.474), whereas X2 → M2 → Y2 had a coefficient of 0.152 (T = 2.709). This shows that the mediation mechanism of M2 works most consistently in connecting variable X2 to sales performance outcomes (Y2), whereas for variable X1, the mediation leans more towards shaping work behavior (Y1).

Based on the findings of the total and specific indirect effects, conclusions were drawn regarding the hypotheses proposed in this study. The results of hypothesis testing, including both direct and mediation effects, are presented in the following table.

Table 10. Result of Hipotesis testing

N o	Hipotesis	Original sample (O)	Sample mean (M)	STDE V	T stat	P values	Ket.
1	X1 → Y1	0.324	0.306	0.063	5.130	0.000	accepted
2	X1 → Y2	0.289	0.280	0.058	4.953	0.000	accepted
3	X2 → Y1	0.407	0.410	0.071	5.716	0.000	accepted

N o	Hipotesis	Original sample (O)	Sample mean (M)	STDE V	T stat	P values	Ket.
4	X2 → Y2	0.341	0.341	0.069	4.956	0.000	accepte d
5	X1 → M1 → Y1	0.165	0.162	0.047	3.474	0.001	accepte d
6	X1 → M1 → Y2	0.188	0.189	0.061	3.112	0.002	accepte d
7	X1 → M2 → Y1	0.159	0.145	0.064	2.474	0.013	accepte d
8	X1 → M2 → Y2	0.100	0.092	0.050	2.007	0.045	accepte d
9	X2 → M1 → Y1	0.165	0.156	0.071	2.323	0.020	accepte d
10	X2 → M1 → Y2	0.189	0.178	0.078	2.406	0.016	accepte d
11	X2 → M2 → Y1	0.242	0.255	0.089	2.709	0.007	accepte d
12	X2 → M2 → Y2	0.152	0.163	0.076	1.994	0.046	accepte d

Source: Processed primary data, 2026.

The results of the hypothesis testing in this study provide empirical evidence that all proposed hypotheses are accepted, as they meet the established significance criteria. Statistically, each inter-variable relationship demonstrated a significant effect, with P-values > 0.05 and T-statistics > 1.96. These findings confirm that the constructed structural model has strong validity in explaining the dynamics between brand engagement, motivation, sales effort, and performance. In the direct effect testing, the resulting path coefficients indicated a positive relationship, where an increase in the independent variable was followed by a significant increase in the dependent variable. In addition to the direct effects, this study successfully demonstrates the effectiveness of the mediating role of Sales Motivation (M1) and Brand Sales Effort (M2). Through testing the Specific Indirect Effect, it was found that all mediation pathways have a significant effect in bridging exogenous variables to endogenous variables.

6. CONCLUSION

Brand attachment represents a profound psychological condition in which salespeople integrate brand values into their personal identities, triggering a domino effect that ranges from shifts in mindset to increased sales. This emotional bond drives high and consistent work standards, enabling psychological loyalty to be converted into tangible achievements. Empirically, this study confirms that organizational commitment contributes positively to behavioral and sales performance through the manifestation of superior work quality. Based on social identity theory, salespeople who identify with the organization are more likely to organically exhibit voluntary (extra-role) behaviors; as a natural consequence of belonging and emotional loyalty, productivity increases not only as a result of external pressure. Within this mechanism, sales motivation serves as a crucial mediator that channels the psychological energy of brand attachment into achieving optimal performance.

Through the lens of Self-Determination Theory, this motivation functions as an autonomous vehicle born from fulfilling psychological needs and a sense of ownership, enabling salespeople to achieve organizational goals as a form of self-actualization. Strong commitment fosters a sense of connection that sparks internal motivation, transforming loyalty into measurable and profitable actions. Conversely, brand selling effort acts as a transformative bridge that ensures personal identification does not remain a passive sentiment but is instead converted into proactive strategies, greater dedication of time, and persuasive communication that improves financial results and effectiveness in the eyes of customers. These findings

reinforce SIT by proving that social identity is not merely a psychological concept of belonging but a real driver of productivity.

This study demonstrates the mechanism by which the internalization of (brand and organizational) identity stimulates voluntary (extra-role) behavior. This shows that individuals strive to validate their group status through goal achievement as a form of self-esteem reinforcement. In addition, these findings offer a theoretical perspective that sales performance (output) is a natural consequence of behavioral performance (the process). Theoretically, this shifts the research focus, which usually only considers end results, to place greater emphasis on the importance of quality interaction and professionalism as the main foundation before stable sales figures can be achieved.

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