

The Impact of Grit on Job Performance with Motivation as a Mediator: Evidence from Automotive Sales Employees in Indonesia

Sonny Taufan¹, Dewi Suwita², Widya Parimita², B. Handoko Purwojatmiko³, Astriyani Sandya Paramita⁴

¹Doctoral Student of Management Science, Jakarta State University, Indonesia 13220

²Department of Management Science, Jakarta State University, Indonesia, 13220

³Department of Automotive Industrial Engineering, Politeknik STMI Jakarta, 10510

⁴Department of Automotive Business Administration, Politeknik STMI Jakarta, 10510

SonnyTaufan_9917921002@mhs.unj.ac.id

Abstract. The automotive industry is one of the industrial sectors in Indonesia that contributes significantly to national economic growth. Automotive industry must exert additional effort as they are among the key industrial sectors prioritized for advancement in Industry 4.0. Therefore, the companies must fortify and adapt to maintain a positive outlook when confronting evolving challenges. This study analyzed the impact of grit on job performance, with motivation as a mediating factor, among sales employees in the automotive industry. A survey questionnaire was administered to 210 respondents. The results of PLS-SEM analysis revealed grit has positive effect on performance both directly and indirectly through motivation. The finding provides empirical evidence that grit and motivation are important drivers of sales force performance. Fostering grit and motivational behaviors can strengthen workforce effectiveness in the automotive sector. The study contributes to research on non-cognitive traits and sales performance within a developing industry context. Further investigation incorporating additional mediators and moderators is warranted.

Keywords: Automotive Industry, Grit, Job Performance, Motivation, Sales Employees

1. Introduction

The automotive sector holds considerable importance in Indonesia's industrial landscape, contributing significantly to the national economy. Nevertheless, it has not been immune to the repercussions of Covid-19. Amid the pandemic, the automotive industry faced various challenges, resulting in a slowdown and a notable decline in sales. Over the past decade, the automotive industry's growth has exhibited variations, as depicted in Fig. 1.

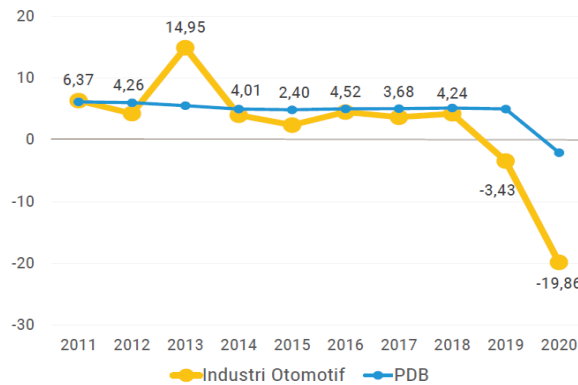


Fig. 1: Growth of the Automotive Industry Sector in Indonesia

Source: Ministry of Industry, 2021

According to Figure 1, there was a significant downturn in the growth of the automotive industry sector in Indonesia in 2019 and 2020. It is imperative to address and enhance various aspects to ensure the continuous development of the automotive industry. As a prioritized sector in the progression towards Industry 4.0, companies must intensify their efforts to bring about positive change. Consequently, there is a need for companies to fortify and adapt to maintain an optimistic stance in navigating challenges during and after the Covid-19 pandemic. Given the existing uncertainties, it is crucial to focus on strengthening automotive companies to ensure their viability and sustainability. The key determinant of a company's success lies in its sales performance, which reflects the overall condition of the company. Hence, automotive companies should concentrate on bolstering their enterprises by enhancing sales performance. Sales performance is an indicator that illustrates the quantity of goods sold. Within the automotive industry, this metric is demonstrated through the volume of vehicles procured by the company, encompassing four-wheeled, two-wheeled, or multi-wheeled vehicles. Enhancing the overall performance of an automotive company is intricately linked to the contribution of the company's human resources.

Personnel are a crucial element within any organization, and this holds true for car dealerships as well. The effectiveness of a company is heavily reliant on the role played by its human resources. This encompasses all employees contributing to the company's objectives, spanning across sales, front office, and back-office staff. At the forefront of a company's journey toward success is the marketing team. Consequently, a marketer should exhibit high performance and competence in executing their responsibilities. Performance refers to an individual's overall achievements over a specific timeframe. The attainment of set objectives serves as an indicator of a salesperson's performance. Sales personnel, positioned at the forefront of direct consumer interaction, play a crucial role in serving customers. Hence, it is imperative for sales teams to exhibit commendable performance to contribute to the realization of company objectives. To optimize performance, the sales department must cultivate persistence within the work environment, fostering motivation among employees (Kim et al., 2019).

Grit, as defined by Angela Duckworth in 2014, is the combination of passion and perseverance, representing the sustained effort required to maintain the determination to reach long-term objectives. The application of grit is crucial for individuals striving to achieve lasting goals (Southwick et al., 2019). Grit is indicative of a harmonious alignment between one's thoughts, feelings, and behavior. Those possessing grit are clear about their goals and exhibit a strong determination to attain them (Kim et al., 2019). This resilience is especially vital for marketers, who serve as the forefront of a company, tasked with meeting short-term and long-term targets, necessitating an enhancement of work motivation. The higher the persistence of a salesperson, the stronger their drive to accomplish goals. While motivation is a contributing factor to enhanced performance, it may be negligible in cases where salespeople lack awareness and a strong will to effectively carry out their tasks. Grit's impact can indirectly affect performance by shaping a salesperson's motivation. Both low and high levels of grit can indirectly impact performance, yet they can also directly influence motivation.

Previous studies did not reveal a connection between grit and performance via motivation as an intervening factor, indicating the novelty of this current research compared to earlier studies. Nonetheless, previous research still offers findings on the association between grit and motivation, motivation and performance, or grit and performance. Prior studies conducted by C. Chen (2018), X. Chen et al. (2021), Hernández et al. (2021), Jordan et al. (2019), and Karlen et al. (2019) have demonstrated favorable outcomes regarding the relationship between grit and motivation. These findings indicate that grit indeed impacts motivation, suggesting that high motivation in an individual can lead to an increase in grit. There is a mutual influence between the two factors.

Other studies conducted by Knippenberg (2001), Kolk et al. (2018), Mansaray (2019), Sun et al. (2022), Taylor (2015), and Tschirhart & Bielefeld (2012) illustrate the impact of motivation on performance. It is plausible that motivation contributes to heightened performance within an organization or company. The relationship between motivation and performance is a pivotal focal point in research on organizational behavior. While motivation can influence performance and performance is contingent on various factors, one of the most crucial elements affecting performance remains motivation. Research conducted by Caza & Posner (2019), Jachimowicz et al. (2018), Jordan et al. (2019), Kim et al. (2019), and Luthans et al. (2019) shows that grit influences performance. This shows that there is no direct influence of grit on performance through motivation.

Given the context of these challenges, automotive firms must navigate the uncertainties amid and post the Covid-19 pandemic while striving to enhance their performance. Presently, there remains a scarcity of research outcomes that explicitly establish the connection between grit and performance. Consequently, the research problem at hand aims to examine the impact of grit on performance via motivation, probing into the dynamics of this influence. The primary objective and contribution of this study lie in outlining the correlation between grit and job performance within the automotive sector. The central focus here is to elucidate this relationship's dynamics and discern its influence.

2. Literature Review

2.1. Acquired needs theory

In line with the Acquired Needs Theory introduced by psychologist David McClelland, individual needs are shaped by life experiences (McClelland, 1965). Leaders can motivate their followers by recognizing these needs and devising strategies to fulfill them. McClelland identifies three primary motivating needs consisting of power, affiliate, and achievement. The ability to sway individuals represents power. Those harboring a strong desire for power are motivated to assume positions of authority to wield influence over others. Assertiveness is a characteristic of those seeking power. When harnessed for positive change or to create a more positive work environment, the quest for power can be beneficial in managerial roles. However, pursuing power at the expense of crucial relationships or for personal gain can be detrimental. Individuals with a strong power drive aim to shape and control their surroundings and the people within them. A highly effective manager, prioritizing organizational needs, possesses

significant organizational strength. Managing tasks, resources, and operations of others falls under the manager's purview. In organizations where individual strengths empower upper and middle management to influence certain aspects, an enduring need for association is a guiding management principle.

Affiliation pertains to the inclination to form connections with others and seek their endorsement. It involves efforts to establish emotional bonds and avoid the distress of rejection. The inclination for closeness and the inclination to provide support during challenging moments are attributes of individuals driven by the need for affiliation. This need can be disadvantageous in a managerial context, as it may divert attention from task accomplishment or performance, with managers being more preoccupied with how they are perceived by others. Those with a strong sense of community tend to engage effectively with others, often opting for tasks that foster relationship development and maintenance.

The pursuit of task completion inherently fuels the need for achievement, which centers on personal accomplishments. Traits associated with this need include a preference for moderately risky choices over highly risky ones, a penchant for specific objectives, and a desire for immediate work-related feedback. Rather than focusing solely on monetary rewards, individuals driven by an achievement need are particularly devoted to completing tasks and meeting deadlines in their professional sphere. However, they often struggle with delegating responsibilities and managing others, tending to micromanage tasks, insisting on precise adherence to instructions, and presuming that others share their level of drive. A high achiever is typically viewed as a moderate risk-taker, seeking challenges to feel successful.

2.2. The hierarchy of needs theory

The hierarchy of needs theory is a theory introduced by Abraham Maslow regarding human needs based on their level of importance by classifying basic human needs in a hierarchy (Bouzenita & Boulanouar, 2016). Based on this theory, humans will be encouraged to fulfil the most needed needs according to their circumstances, time, and experience in following a hierarchy. A person cannot meet the highest needs if the lowest or basic needs have not been met (Jerome, 2013). Basic needs are the most important needs of other needs and need to be met so that other needs can be met. Maslow's theory of personality is predicated on a few fundamental notions about what motivates people. Because motivation is typically complex or made up of numerous factors, a person's actions may be influenced by a variety of different motives. Maslow identified five fundamental requirements for people. First, physiological needs encompass fundamental bodily requirements like thirst, hunger, shelter, sexual satisfaction, and other necessities. As these needs are universally pursued for satisfaction, they are considered primary requirements essential to fulfil. Next, the need for security or safety involves seeking a sense of protection and safeguards against both mental and physical risks. After that, social needs refer to desires for companionship, affection, belongingness, and recognition. When these needs are fulfilled, an individual cultivates a robust sense of self-assurance and belonging. Next, Esteem needs encompass elements that lead to internal gratification such as self-esteem, independence, and accomplishment, alongside those that result in external recognition like attention and acknowledgment of status. Last, self-actualization needs involve the aspiration for personal growth and the realization of one's potential, encapsulating both development and self-fulfilments.

Maslow's theory assumes that individuals first address basic (physiological) needs before focusing on higher-level requirements (self-actualization). Employees tend to be more driven to pursue actions that fulfil their needs when those needs are particularly pronounced. Managers can use Maslow's theory as a general framework to understand individuals, including employees, in their behaviours. The level of work motivation is influenced by the extent to which the job satisfies some of the most critical needs.

2.3. Grit

Grit is a tendency to achieve long-term goals with a combination of passion and perseverance. Grit has

a theory Grit is a psychological variable that reflects character through one's behavior in maintaining and increasing perseverance and enthusiasm to achieve long-term goals. The general concept of grit is related to perseverance, resilience, fighting power, hard work, ambition, need for achievement and awareness of the individual (Jonathan & Hadiwono, 2020). Grit can create differences between individuals that reflect a person's ability to maintain motivation despite the lack of positive feedback. Individuals with higher grit can achieve more success than individuals with less grit. Grit is the ability to try harder to maintain effort, face challenges, and interests despite adversity and failure (Rodriguez et al., 2019).

Grit is a non-cognitive construct which is considered as an important predictor of work performance. Grit is known as perseverance and effort persistence (Jeong, 2021). Consistency of interest refers to the ability to maintain interest in a goal in the long term and persistence of effort refers to the ability to complete work or effort without fear in the face of challenges and obstacles. Grit, namely interest, practice, intention, and hope (Arifin et al., 2019). Grit according Munawaroh et al. (2021) to is a certain characteristic or personality of someone who is diligent and has the endurance or endurance in doing work, even the most monotonous work, so that he can survive under unusual work pressure, conditions, and working hours.

2.4. Motivation

Motivation is something related to the attitudes and behavior of individuals in carrying out their activities and work. The term motivation comes from the Latin word which means to move. Motivation is positive and has a target to be achieved. For example, pursuing work targets, maximizing performance, or achieving achievements. Motivation can also save individuals from adversity and is useful for correcting mistakes that have been made before (Duha, 2020). Self-mediation theory (SDT) is a theory of motivation that is increasingly being used in the fields of work and organizational behavior. This theory focuses on the quality of worker motivation.

Motivation based on meaning and interest is shown to be superior to motivation based on pressure and rewards. A work environment in which employees feel competent and autonomous influences their motivation, personal goals, and the value of their work (Correia et al., 2017). Motivation is one of the factors that can influence human behavior which is commonly referred to as a supporter, desire, or impetus. This can make a person motivated and enthusiastic in pushing himself, so he can act and act in an optimal direction. Theory reinforcement is handled with the way in which the individual's behavior will be formed through controlling the consequences of behavior (Jalagat, 2016). One of the driving forces from within a person's heart to achieve or do a certain goal is called motivation. Besides that, motivation is also used as a desire or plan to avoid life failures and achieve goals towards success. Therefore, motivation is a process in achieving a goal. Someone who is motivated means that he has the power to achieve success in life.

Motivation is a strong encouragement from someone to achieve success by doing a better job than before to achieve a predetermined goal (Sinaga et al., 2019). Motivation will be more effective if someone knows the role of each organization well. There are 2 types of motivation, intrinsic and extrinsic. Intrinsic motivation is motivation when a person behaves because he is interested in and satisfied with his activities, while extrinsic motivation is motivation in the form of awards or praise as a tool for someone to behave, so that satisfaction is achieved. obtained not from the activity but as an extrinsic result that leads to the activity (Otto, 2017).

2.5. Performance

Performance is determined by the ability and effort made by Sales to market and sell goods/services in a company. An increase in performance will show a higher commitment to the organization (Li et al., 2018). Performance is an important aspect in assessing the overall performance of an organization. With the increase in grit, the achievement of predetermined sales targets will be met. Management also needs to pay attention to policies related to increasing grit in sales. Based on the conceptual model developed,

future research is needed on the relationship between mind development, critical thinking, grit, and resilience.

Sales are involved in a variety of job responsibilities to obtain sales results in the form of activities such as building effective relationships, understanding products, retaining customers, and being able to improve performance results. Performance is an evaluation of the contribution of a salesperson to achieve organizational goals. Performance is one indicator of achievement or work success achieved by a person or organization because they have carried out their duties well (Suhaji & Widiastuti, 2016).

2.6. Grit and performance

There are few previous studies exploring the relationship between grit and performance and there are no studies that specifically examine this. However, there is a reason that grit has a contributing influence on performance. Personality traits can influence effort as a function of the importance of a goal (Dugan et al., 2019). This grit contribution is used to stay in an organization that can motivate employees to build one's competence and confidence. Individuals who have high grit will motivate employees so that they can improve performance to achieve their long-term goals. The higher the grit, the higher the performance. While individuals with a strong need for achievement pursue goals that are neither too difficult nor too easy to achieve, high-grit individuals are deliberately setting for themselves extremely long-term goals and not deviate from them even in the absence of positive feedback (Peleașă, 2018). Employee performance can be improved by increasing resilience, which is a characteristic of individuals who target campaign goals (Cho & Kim, 2022).

2.7. Grit and motivation

High grit in a salesperson can result in him working harder, focusing on fulfilling responsibilities, having high standards, and being able to show effort despite failures and obstacles (Southwick et al., 2019). They also have more positive attitudes and expectations about themselves, life, and the world. Grit is closely related to motivation. The higher the grit, the higher the motivation in a salesperson to achieve goals. Grit is purpose driven so it can manifest in a sense of meaningfulness. Individuals who dare to optimistically place higher order goals at the top of the hierarchy and goals that are considered short term below and develop plans, so when faced with one of the difficulties the individual can adjust it and have an appropriate marketing strategy (Jordan, Wihler, et al., 2019) (Jordan, Ferris, et al., 2019).

2.8. Motivation and performance

A salesperson who has high motivation will easily produce good performance and will make greater efforts. Therefore, a motivated person means that he has a desire to do something and will express his ability to act to satisfy his needs in terms of obtaining awards and recognition for his work performance. The relationship between motivation and performance is positive. In other words, the higher a person's motivation to work, the better the performance. If an employee is not interested in a particular task, an employee may think that learning the task does not mean being separated from the elements of the work situation so that the employee does not have the motivation to make his performance low (Kim et al., 2019). Grit, which is perseverance, or a person's ongoing desire and persistence in pursuing long-term goals, is an important part of improving performance.

2.9. Research model

Based on the previous literature review, a model can be created that describes the relationship between grit, performance, and motivation. The research model used in the research can be shown in Fig.2.

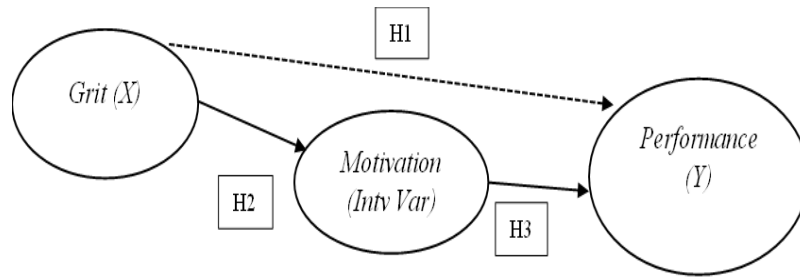


Fig. 2: The research model used is the relationship between variables.

3. Methodology

This study uses a causal-explanatory study design. Causality research describes the causal relationship to test and prove the hypothesis between endogenous variables and exogenous variables. In addition to using endogenous and exogenous variables, this study also uses moderating variables. The endogenous variable in this study is performance. The exogenous variables in this study were grit and motivation as moderating variables. This study tested the hypothesis of several variables to analyze the factors that influence the modified performance to explain the causal relationship between the variables through hypothesis testing. The analytical method used is Partial Least Squares SEM (PLS-SEM).

The data used in this study is primary data. Primary data is information data obtained directly from the source through a questionnaire. The questionnaire in this study is closed, that is, several answer choices have been provided whose value has been determined on a Likert scale. The survey questions posed to participants are formulated from reference sources pertaining to the variables under examination. Various criteria for the tested variables are employed and translated into the questions included in the questionnaire. The population in this study is all sales (marketers) in automotive companies in the Jakarta area. The research sample was selected based on the non-probability sampling method, which is a sampling technique that does not provide equal opportunities or opportunities for each population to be a sample. The sampling technique used in this study was purposive sampling with the following criteria: sales who work in automotive companies for at least 1 year and sales who have reached the target for 3 consecutive months.

4. Results

The sample in this study were Sales at automotive companies in the Jakarta area, as many as 210 respondents. This number is deemed adequate for making reliable inferences about a population, particularly when selected in a random and representative manner. A larger sample size enables the establishment of broader confidence intervals, enhancing researchers' confidence in the applicability of findings to a broader population. The hypothesis testing uses partial least squares (PLS) analysis techniques with the smartPLS 3.0 program. In data analysis, evaluation of the measurement (outer) model and testing of the structural model (inner model) must be carried out before testing the hypothesis. The model in this study has shown a good measurement (outer) model. This is indicated by the value of the outer loading of all indicators > 0.70. In the evaluation of the outer model, it can also be seen that each indicator in this research variable has a cross loading value of > 0.70. The values for each variable related to the results of the outer model test can be seen in Table 1.

Table 1. Outer Model Test Results

Variable	Cronbach's Alpha	Composite Reliability	AVE
<i>Grit</i>	0.912	0.930	0.657
Motivation	0.937	0.947	0.642
<i>Performance</i>	0.946	0.952	0.587

Source: Processed Data, 2022

Based on Table 1, it shows that the AVE value for each of the grit, motivation, and performance variables is > 0.50. This makes all variables able to explain the average of more than half the variance of the indicators. The composite reliability value for each variable shows a value > 0.60 and Cronbach's alpha value > 0.70. This shows that each variable has a high level of reliability so that it can prove the accuracy, consistency, and accuracy of the instrument in measuring the construct. The structural model in PLS is evaluated by using R2 for the dependent variable and the path coefficient values for the independent variables and intervening variables which are assessed from the level of significance based on the t-statistic value of each path. The structural model in this study on the results of the PLS bootstrapping test can be seen in Fig 3.

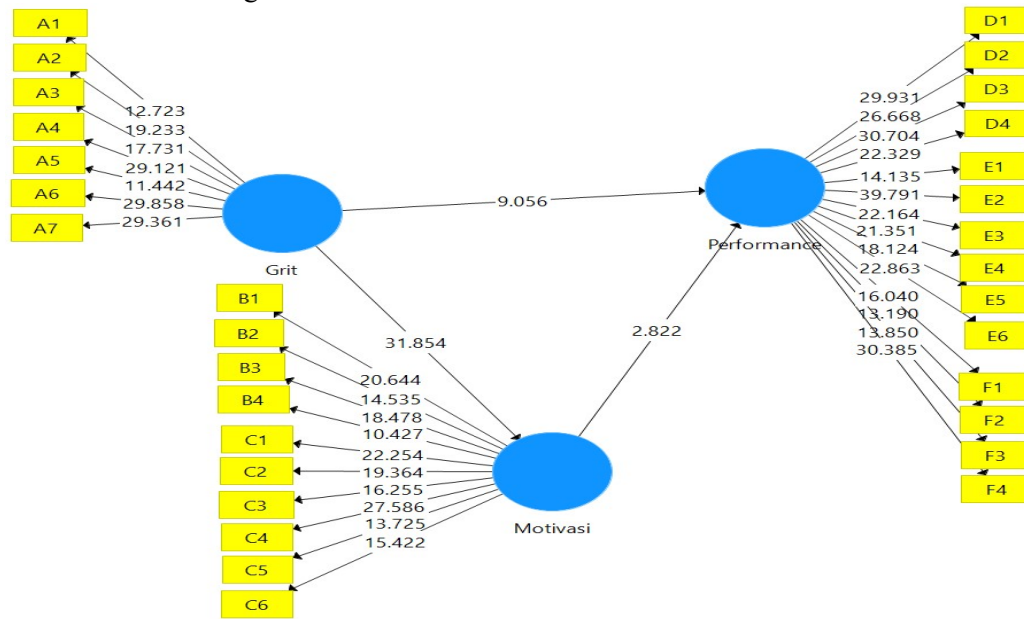


Fig. 3: Structural Model of PLS Bootstrapping Test Results
 Source: Processed Data, 2022

Based on Fig 3. A1 to A7 show the indicators used in the Grit variable. With details A1 is the attitude in overcoming failure, achieving goals, target interest, and one's character. B1 to B4 are indicators that reflect extrinsic motivation originating from external factors. Meanwhile, C1 to C6 reflect indicators of intrinsic motivation variables that originate from within a person. D1 through D4 reflect adaptive performance indicators which are highly valuable qualities in a changing world. E1 to E6 reflect indicators on contextual performance variables which include various positive actions and contributions provided by employees to the organization outside their main tasks. Indicators on the task performance variable are shown in F1 to F4. This task performance refers to how a person or an organization carries out tasks that are an integral part of their work or goals. Based on Figure 3, it shows that the structural model in this research can be analyzed further. To assess the significance of the precision model in testing the structural model, it can be seen from the t-statistic value in the path coefficient table. The results of the path coefficient test in this study can be seen in Table 2.

Table 2. Path Coefficient Test Results

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
<i>Grit -> Motivation</i>	0.897	0.893	0.028	31.854	0.000
<i>Grit -> Performance</i>	0.659	0.649	0.073	9.056	0.000
<i>Motivation -> Performance</i>	0.216	0.224	0.077	2.822	0.005

Source: Processed Data, 2022

All variables in this model have a path coefficient with a positive number based on table 2. This

shows that the greater the path coefficient value on one independent variable on the dependent variable, the stronger the influence between the independent variables on the dependent variable. In addition to the path coefficient value, another inner model test is R^2 (R-square). R^2 is used to measure the level of variation of changes in the independent variable to the dependent variable. If the R^2 value is 0.75, it has a strong level of variation, 0.50 (moderate), and 0.25 (weak). The R-square value in this study can be seen in Table 3.

Table 3. R-Square Value

Variable	R Square	R Square Adjusted
Motivation	0.805	0.804
Performance	0.737	0.735

Source: Processed Data, 2022

Based on Table 3., the R-Square value for the motivation variable is 0.805. Obtaining this value explains that the percentage of motivation can be explained by grit of 80.5%. Then for the R-Square value, the performance variable is 0.737. This value explains that performance can be explained by grit and motivation of 73.7%. Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-value. The research hypothesis can be declared accepted if the P-Values <0.05. The results of hypothesis testing in this study can be seen in Table 4. The hypotheses proposed in this study, all of them can be accepted because each of the effects shown has a P-Values <0.05. So, it can be stated that the independent variable to the dependent has a significant influence.

Table 4. Hypothesis Test Results

Hypothesis	T Statistics	P Values	Result
Grit -> Performance	9.056	0.000	H1 accepted
Grit -> Motivation	31.854	0.000	H2 accepted
Motivation -> Performance	2.822	0.005	H3 accepted
Grit -> Motivation -> Performance	2.793	0.005	H4 accepted

Source: Processed Data, 2022

5. Discussion

The profile of respondents in this study is also indirectly related to the variables used, including grit, motivation, and performance. The dominant respondent profile is mostly male with an age range of 36-40 years and high school graduates/equivalent. This shows that as the head of the household who is the backbone of the family and graduates who are still in high school/equivalent make a person motivated to work so that it can be related to the variables used. Grit influences performance. The higher the grit in a person, the higher the person's performance to achieve long-term goals. This shows that grit has a positive and significant effect on performance. High grit in a salesperson can result in him working harder and focusing on fulfilling responsibilities so that he shows good performance.

Grit also affects motivation. The higher the grit, the higher the motivation of a salesperson to achieve goals. A salesperson who has high motivation will easily produce good performance and will make greater efforts. This shows that grit has a positive and significant influence on motivation. A person who is motivated means that he has the desire to do something and will issue his ability to act to satisfy his needs in terms of obtaining appreciation and recognition for his work achievements. This is in accordance with the theory of Acquired Needs Theory which states that individual needs are the result of experience gained through life. In addition, it is also in accordance with the theory of the hierarchy of needs which states that the higher a person's needs, the higher the motivation to work to

meet their needs and achieve certain satisfactions. Motivation has a positive and significant effect on performance. When a person's motivation is high, he will also have increased performance. In other words, the higher a person's motivation at work, the better the performance. Grit, which is grit, or one's determination and ongoing effort in pursuing long-term goals, is an important part of increasing motivation so that when one's motivation is high, he or she will have better performance. This is in accordance with the theory of the hierarchy of needs expressed by Maslow for self-actualization needs, namely marketers have the urge to become someone according to their expertise, such as reporting self-potential to achieve goals.

6. Conclusion

This study investigates the influence of variable relationships established within the prepared research model. The analysis of these variable relationships is elucidated through the application of various theoretical approaches. Empirical evidence suggests that both grit and motivation play a positive role in enhancing salesforce performance within the automotive industry. These findings indicate that fostering perseverance and enthusiasm for long-term objectives, alongside improving motivational aspects, can elevate workforce efficiency. However, future investigations should include additional mediating and moderating variables to unveil more intricate connections. While the study was confined to Indonesia, its insights contribute to a theoretical comprehension of how non-cognitive traits and motivational mechanisms impact job performance across various industries and nations. Comparative studies exploring the roles of grit and motivation in both developed and emerging economies could offer further insights. In essence, this research underscores the significance of nurturing grit and motivation to bolster organizational effectiveness.

Moreover, this aligns with the hierarchy of needs theory, which posits that as individuals ascend in their need's hierarchy, their motivation to work towards meeting those needs and attaining specific gratification increases. As one's perseverance grows, their performance is propelled by heightened motivation originating from both internal and external sources. Drawing from the study's outcomes, several recommendations for future research emerge. These include the following: Future investigations should aim to encompass a broader scope, extending beyond Sales in automotive firms located solely in the Jakarta area. Additionally, there's a need for more comprehensive testing utilizing an advanced model to yield a more nuanced understanding. Apart from motivational factors, enhancing marketers' performance should also involve considerations of other aspects such as the clarity of roles and duties, as well as the competencies they possess, acting as additional intervening variables.

Acknowledgements

We extend our sincere appreciation to all stakeholders (Jakarta State University, Politeknik STMI Jakarta, and others) for their support, provision of valuable resources, and substantial contribution to this research. Their dedication to promoting academic pursuits and advancing knowledge has played a pivotal role in the success of this project.

References

- Angela Duckworth. (2014). *Grit: The Power of Passion and Perseverance*.
- Arifin, M., Herri, Amali, H., Elfindri, & Puteri, H. E. (2019). Personality, grit and organizational citizenship behavior at vocational higher education: The mediating role of job involvement. *Journal of Social Studies Education Research*, 10(2), 168–187. www.jsser.org
- Bouzenita, A. I., & Boulanouar, A. W. (2016). Maslow's hierarchy of needs: An Islamic critique. *Intellectual Discourse*, 24, 59–81.

- Caza, A., & Posner, B. Z. (2019). How and when does grit influence leaders' behavior? *Leadership and Organization Development Journal*, 40(1), 124–134. <https://doi.org/10.1108/LODJ-06-2018-0209>
- Chen, C. (2018). Grit, Intrinsic Motivation, and Costly Perseverance: Their Interactive Influence in Problem Solving. *2018 Ncur*, 0(0).
- Chen, X., Lake, J., & Padilla, A. M. (2021). Grit and motivation for learning English among Japanese university students. *System*, 96, 102411. <https://doi.org/10.1016/j.system.2020.102411>
- Cho, H. K., & Kim, B. (2022). Effect of Nurses' Grit on Nursing Job Performance and the Double Mediating Effect of Job Satisfaction and Organizational Commitment. *Healthcare (Switzerland)*, 10(2). <https://doi.org/10.3390/healthcare10020396>
- Correia, A., Cesário, F., Bruno Soares Rodrigues, & Miguel Portugal. (2017). Motivation for a Career in the Hotel and Tourism Industry : A Self- Determination Approach Motivation for a Career in Hotel and Tourism Industry : a self- determination approach. In *Proceedings of the 7th ATMC - Advances in Tourism Marketing Conference, September*, 273–280.
- Dugan, R., Hochstein, B., Rouziou, M., & Britton, B. (2019). Gritting their teeth to close the sale: the positive effect of salesperson grit on job satisfaction and performance. *Journal of Personal Selling and Sales Management*, 39(1), 81–101. <https://doi.org/10.1080/08853134.2018.1489726>
- Duha, T. (2020). *Motivasi Untuk Kinerja*. Deepublish.
- Hernández, E. H., Moreno-Murcia, J. A., Cid, L., Monteiro, D., & Rodrigues, F. (2021). Examining the dark side of motivation on life satisfaction in college students: Does grit matter? *Behavioral Psychology/ Psicología Conductual*, 29(1), 111–125. <https://doi.org/10.51668/bp.8321106n>
- Jachimowicz, J. M., Wihler, A., Bailey, E. R., & Galinsky, A. D. (2018). Why grit requires perseverance and passion to positively predict performance. *Proceedings of the National Academy of Sciences of the United States of America*, 115(40), 9980–9985. <https://doi.org/10.1073/pnas.1803561115>
- Jalagat, R. (2016). Job Performance , job satisfaction and motivation : A critical review of their relationship. *International Journal of Advances in Management and Economics*, 5(16), 36–42. <https://www.researchgate.net/publication/310498763%0AJob>
- Jeong, H.-Y. (2021). The Mediating Effect of Grit in the Relationship between Resilience and Job Satisfaction of Hairdressers. *Journal of the Korean Society of Cosmetology*, 27(3), 713–722. <https://doi.org/10.52660/jksc.2021.27.3.713>
- Jerome, N. (2013). *Application of the Maslow ' s hierarchy of need theory ; impacts and implications on organizational culture , human resource and employee ' s performance Dr .*
- Jonathan, H., & Hadiwono, A. (2020). Tempat Pengembangan Grit. *Jurnal Sains, Teknologi, Urban, Perancangan, Arsitektur (Stupa)*, 2(2), 2067. <https://doi.org/10.24912/stupa.v2i2.8591>
- Jordan, S. L., Ferris, G. R., Hochwarter, W. A., & Wright, T. A. (2019). Toward a Work Motivation Conceptualization of Grit in Organizations. *Group and Organization Management*, 44(2), 320–360. <https://doi.org/10.1177/1059601119834093>
- Jordan, S. L., Wihler, A., Hochwarter, W. A., & Ferris, G. R. (2019). The roles of grit in human resources theory and research. In *Research in Personnel and Human Resources Management* (Vol. 37). <https://doi.org/10.1108/S0742-730120190000037003>
- Karlen, Y., Suter, F., Hirt, C., & Maag Merki, K. (2019). The role of implicit theories in students' grit, achievement goals, intrinsic and extrinsic motivation, and achievement in the context a long-term challenging task. *Learning and Individual Differences*, 74(July), 101757. <https://doi.org/10.1016/j.lindif.2019.101757>

- Kim, M., Lee, J., & Kim, J. (2019). The Role of Grit in Enhancing Job Performance of Frontline Employees: The Moderating Role of Organizational Tenure. *Advances in Hospitality and Leisure*, 61–84. <https://doi.org/10.1108/s1745-354220190000015004>
- Knippenberg, D. Van. (2001). Work Motivation and Performance: A Social Identity Perspective. *International Association of Applied Psychology*, 49(3), 357–371. <https://doi.org/https://doi.org/10.1111/1464-0597.00020>
- Kolk, B. van der, Veen-Dirks, P. M. G. van, & Bogt, H. J. ter. (2018). *The Impact of Management Control on Employee Motivation and Performance in the Public Sector*. <https://doi.org/https://doi.org/10.1080/09638180.2018.1553728>
- Li, L., Zhu, Y., & Park, C. (2018). Leader–member exchange, sales performance, job satisfaction, and organizational commitment affect turnover intention. *Social Behavior and Personality*, 46(11), 1909–1922. <https://doi.org/10.2224/sbp.7125>
- Luthans, K. W., Luthans, B. C., & Chaffin, T. D. (2019). Refining Grit in Academic Performance: The Mediation Role of Psychological Capital. *Journal of Management Education*, 43(1), 35–61. <https://doi.org/10.1177/1052562918804282>
- Mansaray, H. E. (2019). The Role of Human Resource Management in Employee Motivation and Performance-An Overview. *Budapest International Research and Critics Institute (BIRCI-Journal) : Humanities and Social Sciences*, 2(3), 183–194. <https://doi.org/10.33258/birci.v2i3.405>
- McClelland, D. C. (1965). Toward a Theory of Motive Acquisition. *The American Psychologist*, 20, 321–333. <https://doi.org/10.1037/h0022225>
- Munawaroh, Abdurachman, E., Hamsal, M., & Pradipto, Y. D. (2021). Behavior new factors that influence employee retention? An empirical study at indonesian hotel industry. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 4565–4577.
- Otto, O. (2017). Moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance. *International Journal of Law and Management*, 1–30.
- Peleașă, S. (2018). Grit utility in explaining job and contextual performance. *Studia Doctoralia*, 9(1), 54–64. <https://doi.org/10.47040/sd0000058>
- Rodriguez, M., Boyer, S., Fleming, D., & Cohen, S. (2019). Managing the Next Generation of Sales, Gen Z/Millennial Cusp: An Exploration of Grit, Entrepreneurship, and Loyalty. *Journal of Business-to-Business Marketing*, 26(1), 43–55. <https://doi.org/10.1080/1051712X.2019.1565136>
- Sinaga, A., Abdullah, T., & Tunas, B. (2019). The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta. *Journal of Business and Behavioural Entrepreneurship*, 3(2), 41–57. <https://doi.org/10.21009/jobbe.003.2.03>
- Southwick, D. A., Tsay, C. J., & Duckworth, A. L. (2019). Grit at work. *Research in Organizational Behavior*, 39(2019), 100126. <https://doi.org/10.1016/j.riob.2020.100126>
- Suhaji, S., & Widiastuti, T. (2016). Faktor-Faktor yang Mempengaruhi Peningkatan Kinerja Tenaga Penjualan (Studi pada Tenaga Penjualan Farmasi di Semarang). *Jurnal Dinamika Ekonomi & Bisnis*, 13.
- Sun, R., Bugrov, S., & Dai, D. (2022). A unified framework for interpreting a range of motivation-performance phenomena. *Cognitive Systems Research*, 71, 24–40. <https://doi.org/https://doi.org/10.1016/j.cogsys.2021.09.003>

Taylor, B. M. (2015). The Integrated Dynamics of Motivation and Performance in the Workplace. *Performance Improvement*, 54(5), 28–37. <https://doi.org/https://doi.org/10.1002/pfi.21481>

Tschirhart, M., & Bielefeld, W. (2012). MOTIVATION AND PERFORMANCE. *Managing Nonprofit Organization*. <https://doi.org/https://doi.org/10.1002/9781119051626.ch12>