

# Examining Employee Performance against Internal Factors in the Sales Marketing and Revenue Department

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## Abstracts

This study aims to investigate the relationship between internal factors and employee performance in the sales and marketing departments as well as the revenue department. Internal factors studied include corporate culture, organizational structure, and internal management system. The research methods used are employee surveys and descriptive and inferential statistical analysis. The results showed that a strong corporate culture, a clear organizational structure, and an effective internal management system significantly contributed to the improvement of employee performance in both departments. These findings highlight the importance of paying attention to internal aspects of the organization in an effort to improve employee productivity and performance. The practical implications of this research are the need to focus on developing an inclusive corporate culture, improving the supporting organizational structure, and implementing a transparent and efficient internal management system. This can help organizations in creating a work environment that motivates and facilitates employees to achieve optimal performance in the sales and marketing department as well as the revenue department.

**Keywords:** employee performance, internal factors, organizational culture, department structure, management system

## Introduction

Human resources are a very important factor in a company, both large and small scale companies. In large-scale companies, human resources are seen as a very determining element in the business development process, the role of human resources becomes increasingly important. In order for management activities to run well, the company must have employees who are knowledgeable and highly skilled and strive to manage the company as optimally as possible or with high quality. Human resources are one of the main capital in an organization, which can provide an invaluable contribution to the strategy of achieving organizational goals (Baharsyah, AR, & Nugrohoseno, 2021). The role of human resources has a very important and strategic position in the organization to achieve goals. Human resources are very important for companies in managing, organizing and utilizing employees, so that they can function productively to achieve company goals (Salliyuana, C., Hidayat, MR, Damrus, 2024).

According to Sayeikti (2022) performance is the success of a job both in terms of quantity and quality which is influenced by several factors carried out by employees in accordance with their responsibilities. Indicators in assessing performance include quantity of work, quality of work, punctuality, attendance and ability to work together. Good performance in an organization can be realized when the organization has quality employees. Apart from that, there are several factors that can also influence employee performance, including employee engagement, supervision, workload and job satisfaction.

To improve employee performance, companies must use various methods, one of which is employee engagement. According to Atika et al. (2020) Employee Engagement is a high emotional and intellectual relationship that employees have with their work, organization, managers or co-workers which has an influence on increasing discretionary effort in their work or also called (employee engagement) employees who truly really care about the company.

Employee engagement with the organization will make employees feel comfortable not only with their work but also with the situation in the work environment, thereby creating job satisfaction. This is as explained by Margahana et al. (2018) that employee engagement is able to influence employee performance levels. Employee engagement can also improve employee performance, where employee engagement is an attitude of employee loyalty towards the organization which is expected to increase employee productivity in completing their responsibilities at work. In accordance with research conducted by (Arianti et al., 2020). However, this is different from research conducted by Sembiring (2022) where employee engagement does not affect employee performance due to internal factors, namely policies set by the company that make employees feel uncomfortable and bored at work. It is this difference in research results that must be reviewed regarding the influence of employee engagement on performance by reviewing employee engagement indicators.

The next factor that can influence employee performance is supervision. Supervision according to Rocky P Rindorindo et al. (2019) that "Supervision is the process of observing all activities in the office to ensure that all activities run as expected". Furthermore, according to Salliyuana, C., Hidayat, MR, Damrus (2024), supervision is defined as follows: supervision as a process for implementing work that has been carried out, assessing it and if necessary correcting it with the aim of ensuring that the work is carried out in accordance with the original plan. According to Salliyuana, C., Hidayat, MR, Damrus (2024) the function of monitoring human resources (HR) is an evaluation process to measure the suitability and smoothness of the implementation of activities, as well as the achievement of results based on predetermined plans. The process of monitoring HR is measuring the performance achievements of personnel, both individually and in groups, compared to planned target results and their conformity with the job analysis plan. In accordance with research conducted by (Sayekti, LN, 2022). Based on the literature, this study aims to investigate the relationship between internal factors and employee performance in the sales and marketing departments as well as the revenue department. Internal factors studied include corporate culture, organizational structure, and internal management system.

## **LITERATURE REVIEW AND HYPOTHESIS FORMULATION**

### **Grand Theory**

In the literature review, theories, concepts and generalizations of research results will be discussed which will later become the theoretical basis for carrying out research according to the problem being researched. The theory is divided into three parts, namely: Grand Theory, Middle Theory, and Applied Theory. Based on the problems discussed in the research, the grand theory is management, the middle theory is human resource management, then the applied theory is employee engagement, supervision, workload, job satisfaction and employee performance.

### **Management**

Etymologically, the word management comes from the English word management, which means administration, leadership and management. This means that management is a process implemented by individuals or groups in coordinating efforts to achieve a goal. Meanwhile, it was quoted by Wibowo as stated by experts, among others. Stoner and Freeman interpret that management is the process of planning, organizing, leading and supervising the work of organizational members and using all available organizational resources to achieve clearly stated organizational goals (Baharsyah, AR, & Nugrohoseno, 2021).

### **Human Resource Management**

Humans are an important component in an organization who will move and carry out activities to achieve goals. The success of an organization is determined by the quality of the people within it. HR will work optimally if the organization can support their career progress by looking at what their actual competencies are. Usually, competency-based HR development will increase employee productivity so that the quality of work is also higher and will result in satisfied customers and the organization will benefit. Human Resources can be defined as all humans involved in an organization in seeking to realize the organization's goals (Sembiring, 2022).

### **Employee Performance**

Below are the views of several experts regarding performance which can be used as a theoretical basis. According to Kosim et al. (2023) performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience and seriousness as well as time (Ihza, 2023). that "performance is the result of work that can be achieved by a person or group in an organization, in accordance with their respective authority and responsibilities in an effort to achieve the goals of the organization concerned legally, without breaking the law, in accordance with morals and ethics."

### **Employee Engagement**

In employee engagement, an employee will display excellent performance. There are 4 main principles that are requirements for an employee to be engaged, namely (Fauziek & Yanuar, 2021):

1. Involving Capacity (The Capacity to Engage).
2. Involving Motivation (The Motivation to Engage).
3. Engaging Freedom (The Freedom to Engage).
4. Focus on Strategic Engagement (The Focus of Strategic Engagement).

**H1:** Employee Engagement Positively Affects Employee Performance.

**H2:** Employee Engagement Positively Affects Sales Marketing and Revenue Department.

**H10:** Sales Marketing and Revenue Department Positively Mediate Employee Engagement to Employee Performance

## **Supervision**

Supervision can be defined as a process to ensure that organizational and management goals can be achieved. This concerns ways of making activities according to plan. This understanding shows that there is a very close relationship between planning and supervision (Arbyan & Riyanto, 2023).

**H3:** Supervision Positively Affects Employee Performance.

**H4:** Supervision Positively Affects Sales Marketing and Revenue Department.

**H11:** Sales Marketing and Revenue Department Positively Mediate Supervision to Employee Performance

## **Workload**

Workload according to Meshkati in Apriana et al. (2021) can be defined as a difference between the capacity or ability of workers and the job demands that must be faced. Considering that human work is mental and physical, each has a different level of burden. A loading level that is too high allows excessive energy use and overstress, whereas a loading intensity that is too low can cause boredom and boredom or understress.

**H5:** Workload Positively Affects Employee Performance.

**H6:** Workload Positively Affects Sales Marketing and Revenue Department.

**H12:** Sales Marketing and Revenue Department Positively Mediate Workload to Employee Performance

## **Job satisfaction**

Everyone who works hopes to get satisfaction from their place of work. Basically, job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply within each individual. The more aspects of the job that suit the individual's desires, the higher the level of satisfaction felt (Mulyadi, 2020).

**H7:** Job Satisfaction Positively Affects Employee Performance.

**H8:** Job Satisfaction Positively Affects Sales Marketing and Revenue Department.

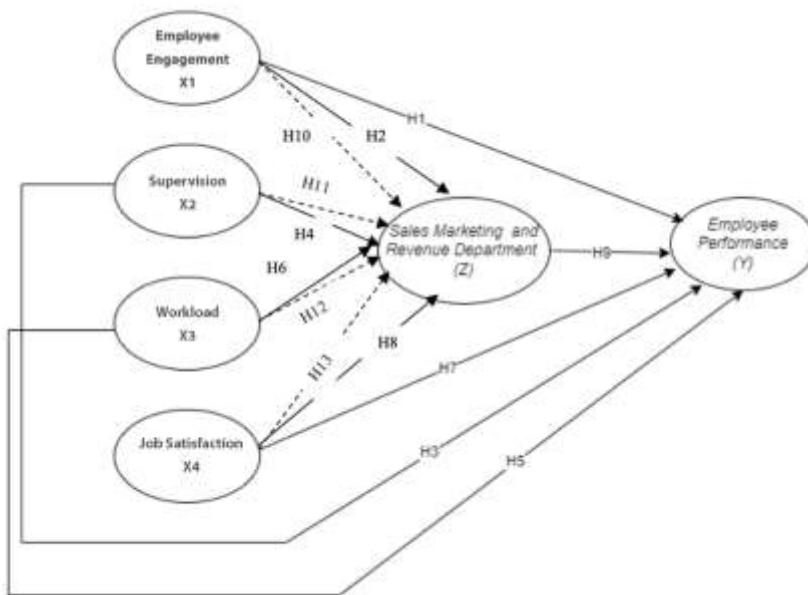
**H13:** Sales Marketing and Revenue Department Positively Mediate Job Satisfaction to Employee Performance

## Sales Marketing and Revenue Department

The Sales Department is the part of a company whose job is to sell products or services directly to customers. The main objective of this department is to achieve the sales targets set by the company. Sales works directly with customers to understand their needs and offer solutions that suit the company's products or services.

Marketing is a process or activity aimed at promoting and positioning a company's products or services in the market. It includes various activities such as market research, product development, promotion, advertising, and distribution. The goal of marketing is to attract and retain customers by fulfilling their needs and wants. The marketing department works to create brand awareness and build demand for products or services.

**H9:** Sales Marketing and Revenue Department Positively Affect Employee Performance



**Figure 1. Research Model**

## RESEARCH METHOD

Quantitative research is a research method based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative or statistical data analysis, with the aim of testing predetermined hypotheses (Sugiarto, 2019). Where the independent variables (independent variables) in this research are employee engagement, supervision, workload and job satisfaction while the dependent variable

(dependent variable) is employee performance.

## ANALYSIS AND DISCUSSION

A construct is said to be reliable if it has a Composite Reliability and Cronbach Alpha value above 0.70. Based on the PLS method, testing the validity of reflexive indicators is carried out in 2 stages. The first stage is convergent validity testing, namely validity testing based on the Outer Loading value of each construct, and the next stage is discriminant validity testing, namely validity testing based on comparison. In this research the model tested was proven to be valid.

**Table 1**  
**Mark Reliability from the Research Model**

	Cronbach's Alpha	Composite Reliability
<b>X1 Employee Engagement</b>	0.809	0.875
<b>X2 Supervision</b>	0.836	0.891
<b>X3 Workload</b>	0.848	0.898
<b>X4 Job Satisfaction</b>	0.853	0.895
<b>Z Sales Marketing and Revenue Department</b>	0.881	0.908
<b>Y Employee Performance</b>	0.923	0.935

The table shows that each variable has a composite reliability value above 0.7 and a composite reliability value above 0.6, so it can be concluded that the research model has met.

### Structural Model Testing (Inner Model)

This test consists of 2 stages, namely the R Square Determinant Coefficient ( $R^2$ ) test, which is a test that calculates how much the independent latent variable explains the variance of the dependent latent variable and the hypothesis test which is a test of the research model hypothesis.

### Coefficient of Determination Test / R Square ( $R^2$ )

**Table 2**  
**R Square ( $R^2$ ) Value of the Research Model**

	R Square	R Square Adjusted
<b>Y Employee Performance</b>	0.954	0.952
<b>Z Sales Marketing and Revenue Department</b>	0.904	0.900

### Validating the Overall Structural Model with Goodness of Fit Index (GoF)

The aim of testing the Goodness of Fit Index (GoF) is to validate the combined performance between the measurement model (outer model) and the structural model (inner model) obtained

through the following calculations:

$$\text{GoF} = \sqrt{\text{AVE} \times R^2}$$

$$\text{GoF} = \sqrt{0.629 \times 0.929}$$

$$\text{GoF} = \sqrt{0.584}$$

$$\text{GoF} = 0.764$$

Information :

$$\text{AVE} = (0.635 + 0.671 + 0.688 + 0.630 + 0.585 + 0.566) / 6 = 0.629$$

$$R \text{ square} = 0.954 + 0.904 / 2 = 0.929$$

Based on these results, it can be concluded that the combined performance of the measurement model (outer model) and structural model (inner model) as a whole is good because the Goodness of Fit Index (GoF) value is more than 0.36 (large GoF scale).

## Q2 Predictive Relevance

**Table 3**  
**MarkQ<sup>2</sup> Predictive Relevance from the Research Model**

	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
X1 Employee Engagement	400,000	400,000	
X2 Supervision	400,000	400,000	
X3 Workload	400,000	400,000	
X4 Job Satisfaction	500,000	500,000	
Y Employee Performance	1100,000	527,347	0.521
Z Sales Marketing and Revenue Department	700,000	345.202	0.507

Looking at Table 3, it shows that the Q2 predictive relevance data analysis on exogenous or independent constructs has a value of 0.521, and 0.507 which is above 0

## F Square

**Table 4**  
**F2 Value of the Research Model**

	Y Employee Performance	Z Sales Marketing and Revenue Department
<b>X1 Employee Engagement</b>	0.075	0.099
<b>X2 Supervision</b>	0.176	0.084
<b>X3 Workload</b>	0.088	0.066
<b>X4 Job Satisfaction</b>	0.105	0.210
<b>Z Sales Marketing and Revenue Department</b>	0.176	

Seen in Table 4, it shows that the F2 data analysis on the exogenous or independent construct has the highest value of 0.210 from the variable and Revenue Department.

## Hypothesis testing

**Table 5**  
**Path Coefficient, t-Statistics, and P-Values values**

<b>Relationships Between Constructs</b>	<b>Original Sample (O)</b>	<b>T Statistics ( O/STD EV )</b>	<b>P Values</b>	<b>Information</b>
<b>Direct Influence</b>				
<b>X1 Employee Engagement -&gt; Y Employee Performance</b>	0.151	2,335	0.020	Positive Influence
<b>X1 Employee Engagement -&gt; Z Sales Marketing and Revenue Department</b>	0.238	2,463	0.014	Positive Influence
<b>X2 Supervision -&gt; Y Employee Performance</b>	0.241	3,284	0.001	Positive Influence
<b>X2 Supervision -&gt; Z Sales Marketing and Revenue Department</b>	0.231	2,445	0.015	Positive Influence
<b>X3 Workload -&gt; Y Employee Performance</b>	0.159	2,273	0.023	Positive Influence
<b>X3 Workload -&gt; Z Sales Marketing and Revenue Department</b>	0.193	2,353	0.019	Positive Influence
<b>X4 Job Satisfaction -&gt; Y Employee Performance</b>	0.181	2,980	0.003	Positive Influence
<b>X4 Job Satisfaction -&gt; Z Sales Marketing and Revenue Department</b>	0.337	3,719	0,000	Positive Influence
<b>Z Sales Marketing and Revenue Department -&gt; Y Employee Performance</b>	0.290	3,615	0,000	Positive Influence

Hypothesis testing in this research is as follows:

Structural Equation:

$$Z = 0.238 X1 + 0.231 X2 + 0.193 X3 + 0.337 X4 + e;$$

$$Y = 0.151 X1 + 0.241 X2 + 0.159 X3 + 0.181$$



**Table 6**  
**Indirect Effect Value**

<b>Relationships Constructs</b>	<b>Between</b>	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>	<b>Information</b>
<b>Indirect Influence</b>					
<b>X1 Employee Engagement -&gt; Z Sales Marketing and Revenue Department -&gt; Y Employee Performance</b>		0.069	2,133	0.033	Positive Influence
<b>X2 Supervision -&gt; Z Sales Marketing and Revenue Department -&gt; Y Employee Performance</b>		0.067	1,998	0.046	Positive Influence
<b>X3 Workload -&gt; Z Sales Marketing and Revenue Department -&gt; Y Employee Performance</b>		0.056	1,972	0.049	Positive Influence
<b>X4 Job Satisfaction -&gt; Z Sales Marketing and Revenue Department -&gt; Y Employee Performance</b>		0.098	2,396	0.017	Positive Influence

## DISCUSSION

### Testing the Measurement Model (Outer Model)

In the Partial Least Squares (PLS) method, testing the validity of reflexive indicators is carried out in 2 stages. The first stage, convergent validity testing, is carried out by evaluating the Outer Loading value of each construct. The results of this test show that the Outer Loading values of all construct reflexive indicators meet the established standards, strengthening the validity of the constructs used in the model. The second stage is discriminant validity testing, which is carried out by comparing values between constructs. The test results show that the different constructs have been successfully differentiated from each other, confirming that these constructs have adequate validity in the context of the measurements carried out. This, the model used in this research has been tested for its validity in measuring the variables studied. Apart from that, the research results also show that the model tested is proven to be valid. This is supported by the finding that the constructs used have CR and Cronbach Alpha values that exceed the threshold of 0.70, as well as the results of convergent and discriminant validity tests which confirm the validity of the model as a whole.

The results of related research also strengthen the validity of the model, by showing the consistency and reliability of the constructs used. Thus, these findings provide strong support for the validity of the model used in the context of this research, as well as making a significant

contribution to understanding in the areas of construct measurement and model validity (Dian Sudiantini & Farhan Saputra, 2022).

In research, an important step taken is a reliability test to measure the extent to which each variable studied is reliable. The reliability test table shows that each variable has a composite reliability value above 0.7. This shows that each variable has a good level of reliability, so that the data obtained can be considered consistent and trustworthy.

Apart from that, the reliability test results also show that the composite reliability value is above 0.6. This value confirms that the research model used has met the required reliability standards. Thus, it can be concluded that the data used in this research is reliable and valid for use in analyzing employee performance against internal factors in the Sales Marketing and Revenue Department.

The results of this reliability test table provide confidence that this research has a strong basis and can be trusted. Thus, the findings obtained from this research can be relied on to provide an in-depth understanding of the internal factors that influence employee performance in the Sales Marketing and Revenue Department.

The reliability of the data proven through this reliability test table also provides confidence that the findings and recommendations resulting from this research can provide a valuable contribution in improving employee performance in the two departments. Thus, this research provides a strong foundation for developing strategies and policies that can improve employee performance and productivity in Sales Marketing and Revenue.

### **Structural Model (Inner Model)**

In the context of employee performance against internal factors in the Sales Marketing and Revenue Department, Goodness of Fit Index (GoF) testing can provide a deep understanding of the extent to which the measurement model and structural model match the observed data. Thus, the results of this test can provide an idea of how well the combination of the measurement model and the structural model performs as a whole.

Goodness of Fit Index (GoF) testing can also help in evaluating the extent to which measurement models and structural models are able to validate employee performance against internal factors in the Sales Marketing and Revenue Department. Thus, the results of this test can provide valuable information to support decision making related to improving employee performance and internal factors in the department.

### **Relationship between Internal Factors and Employee Performance**

Internal factors have a very important relationship with employee performance in the Sales, Marketing and Revenue departments. One of the internal factors that influences is company culture. First, a company culture that provides support, motivates and provides opportunities for employees to develop is very important in creating a productive work environment and has a positive impact on employee performance (Yodani & Rimadiaz, 2022). Support from the

company can be in the form of facilities, training and resources needed to complete the task well. For example, companies that provide employees with access to cutting-edge technology, adequate infrastructure, and other resources will help employees achieve their targets more efficiently.

The results of the study show that organizational culture and work environment have a significant positive influence on employee performance. This research emphasizes the importance of inclusive and participatory management practices, as well as effective communication in forming a conducive organizational culture. The findings of this research recommend that companies pay more attention to aspects of organizational culture in their human resource management strategies to improve employee performance (Bani-Melhem et al., 2022). Another study shows that individual factors, organizational culture, and work behavior have a significant positive influence on employee performance. This shows that individual differences and organizational culture can significantly influence employee behavior and performance. Support from the company in terms of organizational culture and work environment can help create a work environment that is conducive to employee growth and performance (Sri, 2021). Influence of Work Motivation, Work Environment, and Work Culture. Other research discusses work motivation, work environment and work culture on employee performance. The results of this research indicate that work motivation, work environment and work culture have an influence on employee performance. Even though there are findings that show there is no significant influence between work motivation and employee performance, work environment and work culture variables still have a significant influence on employee performance (Ferdinan & Lindawati, 2021).

From the evidence from this research, it can be concluded that company culture has a significant influence on the development of employee performance. Support from the company, motivation, a conducive work environment and organizational culture can help create a work environment that motivates and supports employee growth, which in turn has a positive impact on their performance. Second, leadership. Effective leadership is the main key to achieving success in an organization. One example of effective leadership is when a project manager is able to provide clear direction to his team. An effective project manager will be able to communicate the project vision clearly to his team members, divide tasks appropriately, and provide the necessary guidance to achieve the project goals (Imran & Aldaas, 2020). With clear direction, team members will have a better understanding of what is expected of them and how they can contribute effectively. For example, a manager who is able to recognize the strengths and weaknesses of individuals in his team, and provide support and recognition for their contributions, will be able to create a work environment full of enthusiasm. With the right praise and appreciation, employee will feel appreciated and motivated to work better. So, it is able to achieve the performance targets set by the company.

Leaders of a company who care about employee welfare will ensure that the work environment is free from discrimination, harassment or excessive pressure. By creating a safe and supportive work environment, employees will feel comfortable and have high motivation to contribute optimally. Furthermore, a good leader is also able to facilitate effective communication within the organization. For example, a manager who opens transparent channels of communication between superiors and subordinates, as well as between coworkers, will create an environment where innovative ideas can flourish. This will motivate employees to actively participate in the

decision-making process and feel appreciated for their contributions.

Effective leadership also promotes employee development. A leader who provides opportunities for employees to develop their skills and careers will create a work environment where employees feel valued and supported. With the opportunity to develop, employees will feel motivated to achieve the set performance targets and contribute optimally to the organization. This was found in research conducted by Nasution & Ichsa (2021) which analyzed the influence of leadership style on work discipline and employee performance: This research shows that leadership style has a positive and significant influence on work discipline, which in turn has an impact on employee performance. Effective leadership can encourage employees to be disciplined and work hard, thereby enabling the company to achieve common goals. Power is a very strong motive for a manager or leader to achieve success in leading an organization. A leader must be able to encourage subordinates to improve work results and processes, create an environment that continuously improves work processes, and inspire subordinates to develop knowledge and skills that are relevant to the job. Without effective leadership, an organization will not be able to actualize its potential into achievements. The right leadership style in an organization will lead the organization to success. High employee performance will make employees more loyal to the organization, more motivated to work, work with pleasure, and increase job satisfaction, all of which will increase the possibility of achieving high productivity and performance.

Third, Organizational structure has a significant influence on employee performance in a company. A good organizational structure can help improve efficiency, communication, and employee engagement. First, a clear and well-organized organizational structure can help employees understand their duties and responsibilities better. By knowing the position and role of each employee, they can work more focused and efficiently. In addition, an organizational structure that allows smooth communication will have a positive impact on employee performance. Employees will more easily collaborate and share information when the organizational structure facilitates open and effective communication. This can help reduce barriers in the flow of information and speed up decision making, which in turn will impact overall company performance.

The influence of organizational structure can also be seen in the level of employee engagement. An organizational structure that allows employee participation in decision making or provides opportunities to provide input will create a higher sense of ownership and commitment from employees to the company. This can motivate employees to work harder and actively contribute to achieving company goals.

However, on the other hand, a rigid and overly hierarchical organizational structure can inhibit employee creativity and innovation. When employees feel constrained by rigid rules and procedures, they may lose motivation and enthusiasm for innovation. Therefore, it is important to create an organizational structure that allows flexibility and provides space for employees to express and create new solutions. Furthermore, organizational structure also influences employee motivation. A structure that provides opportunities for employees to develop themselves and pursue their careers can increase employee motivation and loyalty to the company. Conversely, a structure that does not provide room for career development can lead

to employee lethargy and reluctance to commit long-term to the company (Titis Hapsari, R. ., & Ali, 2023).

In facing rapid changes in the business environment, an adaptive organizational structure is also key. A structure that can quickly adapt to market or technological changes will allow a company to remain competitive, and this will also influence employee performance. Employees will feel more motivated and engaged when they feel that the company they work for is a dynamic place and responsive to change.

Finally, an organizational structure that promotes an inclusive and fair work culture can significantly influence employee performance. When employees feel that they are treated fairly and have equal opportunities to develop, they will work with more enthusiasm and dedication. Therefore, it is important for companies to ensure that their organizational structures support equity, diversity, and inclusion. Overall, organizational structure plays a very important role in determining employee performance. By creating a structure that supports communication, engagement, innovation, motivation, adaptability, and fairness, companies can ensure that employees work efficiently, enthusiastically, and contribute optimally to the company's success.

There is some evidence from relevant research that analyzes the influence of company organizational structure on the development of employee performance. First, research shows that organizational structures that facilitate open and effective communication have a positive impact on employee performance. This is evident from research using simple regression analysis tools and multiple linear regression, which shows that organizational structure, leadership style and organizational culture together have a positive and significant effect on employee performance (Ansor Nasution, 2023).

Research conducted by Puji Lastri T. Sihombing (2019), highlights that an organizational structure that allows employee participation in decision making or provides opportunities to provide input can create a higher sense of ownership and commitment from employees to the company. This can motivate employees to work harder and actively contribute to achieving company goals Furthermore, research also shows that adaptive organizational structures have a positive impact on employee performance. A structure that can quickly adapt to market or technological changes will allow a company to remain competitive, and this will also influence employee performance. Employees will feel more motivated and engaged when they feel that the company they work for is a dynamic place and responsive to change (Hidayati Purnama Lubis, Suryani Sajar, Minarti Sri Wachyuni, Annisa Eka Maghfiroh, Muhammad Caisar Tarigan, 2024).

Thus, evidence from research shows that the company's organizational structure has a significant influence on the development of employee performance. By creating a structure that supports communication, engagement, innovation, motivation, adaptability, and fairness, companies can ensure that employees work efficiently, enthusiastically, and contribute optimally to the company's success.

## CONCLUSION, LIMITATIONS AND SUGGESTIONS

This research highlights the importance of internal factors in influencing employee performance in sales, marketing and revenue departments. A strong organizational culture, efficient department structure, and good internal management system have been proven to have a positive influence on employee performance. By paying attention to and managing these factors, organizations can improve employee productivity and outcomes across departments. From the results, there are several highest values that need attention. This study has several limitations that need to be acknowledged. First, the use of survey methods can give rise to respondent bias or inaccuracies in measurement. In addition, the research focus is only on certain internal factors, so that external factors that can also influence employee performance are not considered in depth. Additionally, this research was conducted in a specific context that may not be generalizable to other organizational contexts.

Based on the results of this research, it is recommended to conduct further research involving more holistic methods to thoroughly understand the internal and external factors that influence employee performance. In addition, management needs to continuously monitor and evaluate organizational culture, department structure, and internal management systems to ensure compliance with needs and changes in the business environment. Apart from that, developing employee training and development programs can also be an effective step to improve employee performance and motivation in the sales, marketing and revenue departments.

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