

The influence of Motivation and Competency toward Agent's Performance as Sales Distributor at PT Asuransi Allianz Utama Indonesia Semarang Branch

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ABSTRACT

This research aims to study the influence of motivation and competency toward agent's performance at PT Asuransi Allianz Utama Indonesia Semarang Branch.. The methods of data collection used in this study were literature studies, interview and questionnaires with 65 samples. The research analysis shows that both motivation and competency has significant and positive effect on agent's performance partially and simultaneously. The value of t count in motivation was greater than t table ($3.053 > 1.99897$) with significant value $0.003 < 0.05$ and the value of t count in competence was also greater than t table ($4.832 > 1.99897$) with significant value of 0.00. The F test stated that both motivation and competency simultaneously had a significant effect on agent's performance. It was indicated with significant value of $0.000 < 0.05$ and the value of F count $> F$ table ($73.911 > 3.140$). This study concludes motivation and competency is able to contribute on agent's performance by 69.5% and the remaining of 30.5% is influenced by other variables not examined in this research.

Keywords : Motivation, Competency, Agent's Performance, Insurance

Pengaruh Motivasi dan Kompetensi terhadap Kinerja Agen sebagai Distributor Penjualan pada PT Asuransi Allianz Utama Indonesia Semarang Branch

Abstrak

Penelitian ini bertujuan untuk menjelaskan pengaruh motivasi dan kompetensi pada kinerja agen sebagai sales distributor di PT Asuransi Allianz Utama Indonesia Kantor Cabang Semarang. Metode pengumpulan data yang digunakan dalam penelitian ini adalah studi pustaka, wawancara dan kuesioner dengan 65 sampel. Hasil analisis dari penelitian ini menunjukkan bahwa motivasi dan kompetensi berpengaruh signifikan dan positif terhadap kinerja agen secara parsial dan secara simultan. Nilai t hitung pada motivasi lebih besar dari t tabel ($3,053 > 1,99897$) dengan nilai signifikan $0,003 < 0,05$ dan nilai t hitung pada kompetensi juga lebih besar dari t tabel ($4,832 > 1,99897$) dengan nilai signifikan $0,00..$ Uji F menyatakan bahwa motivasi dan kompetensi secara simultan berpengaruh signifikan terhadap kinerja agen. Hal ini ditunjukkan dengan nilai signifikansi $0,000 < 0,05$ dan nilai F hitung $> F$ tabel ($73,911 > 3,140$). Hasil penelitian menunjukkan bahwa motivasi dan kompetensi mampu memberikan kontribusi terhadap keputusan pembelian konsumen sebesar 69,5% dan sisanya 30,5% dipengaruhi oleh variabel lain yang tidak diteliti dalam penelitian ini.

Kata Kunci : Motivasi, Kompetensi, Kinerja Agen, Asuransi

INTRODUCTION

As human who live in a modern era, awareness of the risks that may arise is getting greater. Starting from the risks that will happen to us or our family, to the risks that will happen to the assets that we have. These risks are nothing but financial impacts that could be greater than the emergency funds that are owned or prepared. This has led to the emergence of the insurance industry in the global market. In Indonesia, according to data obtained from the FSA (Financial Services Authority), there are 80 (eighty) insurance companies. 80 insurance companies are divided into 3 (three) parts, namely the national general insurance company, which are 52 (fifty two) companies, 22 (twenty two) joint venture insurance companies, and the rest are reinsurance companies, amounting to 6 (six) companies.

In the distribution of marketing insurance products themselves, each agency or each company has its own way. Among other types of insurance distribution are direct selling where marketers sell insurance products directly by meeting prospective customers, an agency where an agency or company opens a conditional and official partnership offer, a broker in which a brokerage company collaborates with prospective customers to find an insurance agency that suits the customer's needs, or through a bank.

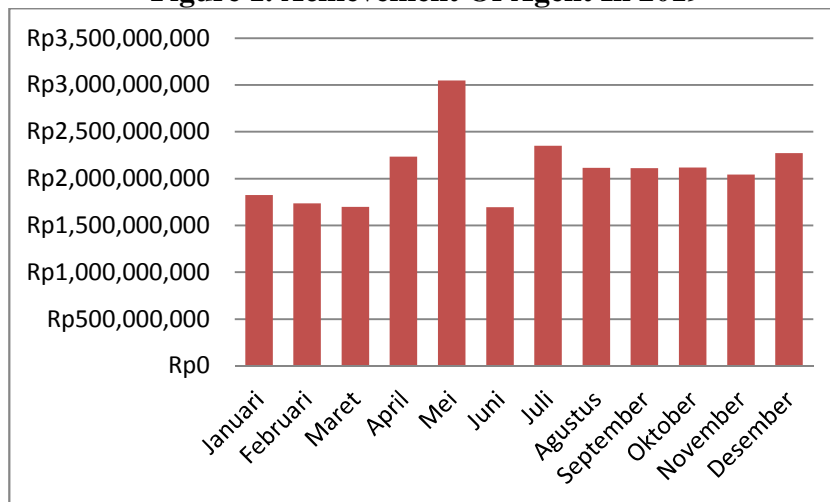
PT Asuransi Allianz Utama Indonesia is one of the Joint Venture insurance companies in Indonesia since 1981 with a pretty good reputation among the people of Indonesia. The type of marketing distribution used by PT Asuransi Allianz Utama is Agency. Based on data obtained from the Indonesian General Insurance Association (AAUI), PT Allianz Utama Indonesia currently has 14,000 agents spread across Indonesia, 1,000 employees in 80 service

points divided in 44 cities in Indonesia. In this case, Allianz recruits its agents through selection in the form of checking data, written tests, and selection conducted by professionals.

The Semarang branch office itself handles three regions, including the marketing area of Solo, Yogyakarta and Semarang. Especially in the Semarang region, it is one of the central branch office in Indonesia which is the center of business activities in Central Java. The agents recruited did not only come from Semarang, but also came from several regions in Central Java. So that the distribution of the business is more evenly distributed and can reach customers from various regions. However, due to the large number of agents scattered in various regions, sometimes companies have problems in maintaining the performance of their agents. The problems faced by the company are related to the performance of the agents which have a big influence on the business performance of PT Asuransi Allianz Utama Indonesia Semarang branch company.

The agent performance of PT Asuransi Allianz Utama Indonesia in the Semarang branch is currently relatively fluctuated and not yet optimal. Based on the results taken from the Agent's achievements in 2019 in rupiah, as can be seen in Figure 1. The data show that the Agent's performance is not classified as optimal. The fluctuating performance of PT Asuransi Allianz Utama Indonesia agents in the Semarang branch was caused by various conditions of the Agent performance. Such as agents' motivation in finding new clients or serving clients for insurance policies. The other cause are mistakes made by agents in selling product to clients which have an impact on the quality of the agent's work which is below management standards.

Figure 1. Achievement Of Agent In 2019



Source-: PT Asuransi Allianz Utama Indonesia Semarang Branch (Data Processed)

With this large amount of business activities running at PT Asuransi Allianz Utama Indonesia in Semarang Branch, companies are certainly required to have a good quality of Human Resources system. The urgent need is the increasingly rapid technological development and increasingly stringent business competitiveness. Therefore, the company must be able to maximize the performance of its employees by analyzing the factors that can affect employees performance. In other words, the company is not only able to provide satisfactory service (customer satisfaction), but also is oriented to value (customer value), so that the company does not merely pursue high work productivity but also performance in the process of achieving it.

Human Resources development is carried out in order to provide results in accordance with the goals and objectives of the organization with predetermined performance standards. In terms of performance, Task performance or in-role performance can be defined as the effectiveness with which employees perform activities that contribute to the organization's technical core (Borman and Motowidlo, 1997). In improving performance, there are factors that influence work performance such

as ability and motivation (John W. Atkinson, 2011) . Related to motivation and ability, it can be said that the ability of employees is able to exert influence in determining the extent to which employee performance can be achieved. The support provided for the capabilities of the employees is also important in increasing employee's performance. Since all organizations are concerned with what should be done to achieve sustained high levels of performance through people, it means giving close attention to how individuals can best be motivated through such means as incentives, rewards and importantly, the work they do and the organization context within which they carry out that work cannot be understated (Armstrong, 2010). Rewards can serve the purpose of attracting prospective job applicants, achieving human resource objectives and obtaining competitive advantage (Bratton & Gold, 2007).

Therefore, Allianz has taken several steps to empower its agents based on motivation including giving rewards, incentives, and held a contest for agents who perform well and are entitled to receive gifts in the form of Umrah or trips abroad. This action, in theory, which has been previously described, should produce results that in line

with the efforts made by the company, namely providing motivation to the agent in the form of a reward, incentives, and held a contest for agents who perform well.

However, based on interviews with the Agency Manager, although the company attempted various ways to increase agent motivation, there is still a lack of motivation in terms of the assessment conducted by the Agency Manager on insurance agents. Agents tend to be less enthusiastic in finding new customers who have the prospect of entrusting insurance to the company and the responsibility given by the agent to the company in achieving the set targets. The lack of motivation can also be seen from how the agent's initiative and creativity in dealing with clients. This is a problem that companies pay attention to, especially the Agency Manager because it will affect the agent's performance in achieving targets.

In terms of the agent's competence, Allianz provides agent testing, agent training, assistance in marketing insurance to customers so that agent's understand and are competent as sales distributors. By all the efforts provided by PT Asuransi Allianz Utama Indonesia Semarang branch in increasing agent's competence, agents should be competent to carrying out their duties as sales distributors. To confirm whether the agent's competence is in accordance with the company's expectations, an interview was conducted with the Agency Manager regarding the agent's competence in being a sales distributor of insurance products from PT Asuransi Allianz Utama Indonesia Semarang branch. It was found that overall, the efforts the company had made in improving the agent's performance had a good impact. Agents begin to have insurance products knowledge, expertise in calculating insurance premiums, good attitudes to deal with clients, and agent's interest in the business in the insurance sector. However, agents over 35 years old still have obstacles in meeting company competency standards

because of the age factor that may have passed the productive ages.

According to the all data above, it can be seen that the situation of agent's performance was fluctuating and agent's motivation and competence had not optimized yet. As can be concluded from the data, it also proves that the role of Allianz's agent is very large in the company's activities and able to market insurance products which is the turn has an impact on the company performance. This fluctuating situation also illustrates that the influence between motivation and competence on the performance of agents at the marketing products.

Research Objective

The purpose of this study is as follows:

1. To understand the effect of motivation and competence toward the agent's performance as a sales distributor at PT Asuransi Allianz Utama Indonesia Semarang Branch
2. To describe the effect of motivation and competence toward the agent's performance as a sales distributor of PT Asuransi Allianz Utama Indonesia Semarang Branch

METHODS

This research was conducted at PT Asuransi Allianz Utama Indonesia Semarang Branch. The data tested is primary data obtained from questionnaires distributed to insurance agents from PT Asuransi Allianz Utama Indonesia Semarang Branch with a total of 65 people. The sampling technique used in this study was the census method technique so that the entire population was the respondent of this study

Data collection methods in this study were interviews and questionnaires. The analytical tool used in this research are instruments test consisting of validity and reliability tests, classical assumption tests consisting of multicollinearity test,

heteroscedasticity test, normality test and linearity test, multiple linear regression analysis and hypothesis testing. In this study, the aims of multiple linear regression analysis is to determine how much influence of motivation and competence have on agent's performance as a sales distributor at PT Asuransi Allianz Utama Indonesia Semarang Branch.

RESULT

Instrument Test

Multiple Linear Regression Analysis

Tabel 1. Multiple Linear Regression Result

Model	Unstandardized Coefficients B	Sig.
(Constant)	3.966	0.163
Motivation (X1)	0.403	0.003
Competency (X2)	0.639	0.000

Source : Processed primary data, 2020

The Multiple linear regression result in table above shows motivation and competency have a positive and significant effect on agent performance. The equation can be written as follows:

$$Y = 3.966 + 0.403X_1 + 0.639X_2$$

Where :

Y = Agent Performance

X₁ = Motivation

X₂ = Competence

The regression equation above can be explained as follows:

- a. Constant = 3.966

The constant value in the multiple linear regression is 3.966. it means the level of the motivation and Competency variables if considered constant or ignored (zero).

- b. Motivation Coefficient = 0.403

If there is an increase in Motivation variable while Competency remains

Based on the instrument test, namely the validity and reliability test, it was found that all the research instruments passed the validity and reliability tests.

Classical Assumption Test

Based on the classical assumption test, namely the multicollinearity test, heteroscedasticity test, normality test and linearity test, it was found that there were no deviations in the research data.

constant, then it will increase Agent performance by 0.403 units. Based on the significance of regression model it can be seen Motivation has 0.003 significance value which is less than the significance limit (0.05) and the coefficient is positive. It means there is a significant effect and positive relationship between Motivation and Agent Performance.

- c. Competency Coefficient = 0.639

If there is an increase in Competency variable while Motivation remains constant, then it will increase Agent Performance by 0.639 units. Based on the significance of regression model it can be seen that Competency has 0.000 significance value which is less than the significance limit (0.05) and the coefficient is positive. It can be concluded that there is a significant effect and positive relationship between Competency and Agent Performance.

Hypothesis Testing

Tabel 2. Partial/t Test Result

Model		t	Sig.
1	(Constant)	1.412	0,163
	X1	3.053	0,003
	X2	4.832	0.000

Source : Processed primary data, 2020

Based on Table 3, it can be concluded:

1. Motivation for Agent Performance.
In Table 3 it is known that the t-count value for the motivation variable (3.053) is greater than the t table (1.99897), thus the motivation variable has a significant effect on agent performance.
2. Competency on Agent Performance.
In Table 3 it is known that the value of t-count for motivation (4,832) is greater than t table (1.99897), thus the motivation variable has a significant effect on agent performance.

Implication of the research

The results of this study indicate that motivation and competency simultaneously have a positive and significant effect on agent performance as a sales distributor of PT Asuransi Allianz Utama Indonesia Semarang Branch. PT Asuransi Allianz Utama Indonesia needs to pay more attention on both motivation and Competency of their agents in order to increase agent performance of selling product. This study shows that motivation and Competency variables were able to contribute on agent performance by 69.5% and the remaining 30.5% influenced by other variables not being examined in this research.

Motivation has a significant effect on agent's performance at PT Asuransi Allianz Utama Indonesia in Semarang Branch Company, this should be taken into consideration to pay more attention to how to maintain or increase agent motivation in selling insurance products to insurance clients. The important thing according to employees is that they will be motivated in

working if they receive appropriate reward and insurance such as incentives, social health insurance and gifts. Burney et al, (1991) revealed that the level of performance of employees relies not only on their actual skills but also on the level of motivation each person exhibits. Motivation is an inner drive or an external inducement to behave in some particular way, typically a way that will lead to rewards. So if the company wants to improve the agent's performance, it will be useful if the company pays more attention to what the agent wants in motivating them to improve their performance. Awarding the agent should be proportional in value to the agent's performance. Companies should not hesitate in offering a sizable reward to agents because it will motivate them to be even better.

As for the Competency, based on the result of the questionnaire, it seems that not all respondents which is agent think that Competency improvement made by the company helps them to increase their skills or knowledge in the field of selling insurance products to customers. There are many things that companies need to pay more attention to in order to increase agent Competency, such as certification, routine training, and insurance product marketing simulations. For example, training held by representatives from head office to share knowledge such as simulating the sale of insurance products, how to deal with clients and certification exams held by a special Indonesian Insurance agency. Assistance provided by the Agency Manager to novice agents in selling products to direct clients is also a method of increasing Competency that

should get more attention from companies in order to improve agent performance as sales distributors.

It is expected that in the future, the company can pay more attention to the factors that drive agent performance to be better so that the company's image in the eyes of the client is also better.

CONCLUSIONS

Based on the research that has been done regarding the influence of motivation and Competency toward agent performance as sales distributor in PT Asuransi Allianz Utama Indonesia in Semarang Branch Company, the conclusions can be concluded as follows:

- a. Based on the result of this study, motivation has a significant effect on agent performance with significant value $0.003 < 0.05$ and the value of t count is greater than t table ($3.053 > 1.99897$). These results indicate that H_{a1} is accepted, there is an influence between motivation and agent performance. The hypothesis proves that motivation has a positive or significant effect on agent performance, where high performance of agent can be formed by the motivation provided by company. The positive and significant effect of motivation on agent performance shows that, if the reward or incentives as a motivation to agent getting bigger, it can improve agent's performance with more agents getting customers to apply for new insurance policies to them. This is evidenced that they are motivated to get additional bonuses in the form of rewards or incentives as a motivating factor for their work. If employees have high work motivation then employee would do their work effectively and the organization objective could be achieved.
- b. The result of this study shows a significant influence of Competency toward agent performance. The value of t

count is greater than t table ($4.832 > 1.99897$) with significant value of 0.00. It can be concluded that H_{a2} is accepted where there is an influence between Competency and agent performance. According to the hypothesis, competency can affect agent performance and this effect was indicated to be positive. The more competent agents in carrying out their duties to attract customers' buying interest, the more customers will renew their insurance policies, which is a proof that the agent's performance is getting better.

- c. Based on the result of this study, both motivation and Competency simultaneously have a significant effect on agent performance. It is indicated with significant value of $0.000 < 0.05$ and the value of F count $> F$ table ($73.911 > 3.140$). These results show that H_{a3} is accepted, where there is an influence between motivation and competency on agent performance. It can be concluded that motivation and competency has significant effect on agent performance and the influence is considered as positive.
- d. The result of the coefficient of determination (Adjusted R Square) with customer buying decision as the dependent variable, the value adjuster R square (r^2) was $0,695 = 69.5\%$. This result stated that the independent variables, namely motivation (X1) and competency (X2) affected agent performance (Y) by 69.5% while the remaining 30.5% was influenced by other variables not examined in this study. From here, we can see that Competency is the dominant variable that give bigger contribution to Agent Performance than Motivation variable.

Suggestions

The result of this study is expected to help and be used as input for PT Asuransi Allianz Utama Indonesia to improve the

performance of its agents. Based on the discussion of this research the following suggestion are proposed:

- a. Based on the results of multiple linear analysis, Competency has the greatest influence compared to Motivation. So, if the company wants to improve achievement of agent's performance, the company needs to pay more attention to the Competency to boost agent's skills and knowledge so that agent performance as sales distributor will improve. For example, company facilitates more agents with training or direct assistance to agents over 35 years old, considering that agents over 35 years old experienced lack of competency compared to agents who are still in productive ages. However, agents with 35 years of age more likely to have good prospects if properly trained because they tend to have many partners and a wide range of businesses.
- b. Although motivation has a smaller effect than competency on agent performance, it does not mean that motivation for agents becomes a minority scale by the company. However, the company must continue to provide motivation to its agents so that they can improve their performance further.
- c. From the scoring results on the Agent Performance variable, the indicator with the lowest average is "Punctuality", more precisely in the question " I can finish my insurance policy agreement with clients on time and not procrastinated.". This result shows that the most of respondents did not really can finish their insurance policy agreement on time. Therefore, in addition to improving performance supporting factors such as motivation and Competency, companies must also improve the quality of field assistance to agents so that agents can more freely learn how to deal properly with agents which will have an impact on the timeliness of agents in completing insurance policy agreements with clients.

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