THE ANALYSIS OF DISTRIBUTOR CHARACTERISTICS, CORPORATE SUPPORT, AND LEARNING ORGANIZATION IN PT. MAHAKARYA SEJAHTERA INDONESIA MANADO DISTRIBUTOR

ANALISA KARAKTERISTIK DISTRIBUTOR, DUKUNGAN PERUSAHAAN, DAN PEMBELAJARAN ORGANISASI PADA PT. MAHAKARYA SEJAHTERA INDONESIA DISTRIBUTOR MANADO

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Abstract: In the business of multilevel marketing (MLM), the role of distributor is necessary for the effectiveness of business activities. Therefore, the performance of the distributor becomes an important thing. Distributors must have a strong passion in running a business, get support from the company, and organizational learning that can support distributor skills. This study aims to analyze the influence of distributor characteristics, corporate support, and learning organization to improve distributor performance at Distributor of PT. Mahakarya Sejahtera Indonesia Manado. This study uses Quantitative research method by using multiple regression analysis with the number of samples taken in this study as many as 60 respondents as a member of PT. Mahakarya Sejahtera Indonesia Manado Distributor under Meilany Deisy Rengkung, SE. The results showed that the distributor characteristics, corporate support, and learning organization influenced the performance distributors. Distributor characteristics affect the distributor performance. Corporate support has no effect on distributor performance. Learning organization affects the performance distributors. Future research will be better if the population is taken from several groups because it does not rule out the possibility of each group having different habits in its role as a distributor.

Keywords: *distributor characteristics, corporate support, learning organization, distributor performance.*

Abstrak: Dalam bisnis multilevel marketing (MLM), peran distributor diperlukan untuk efektivitas kegiatan bisnis. Karena itu, kinerja distributor menjadi hal yang penting. Distributor harus memiliki semangat yang kuat dalam menjalankan bisnis, mendapatkan dukungan dari perusahaan, dan pembelajaran organisasi yang dapat mendukung keterampilan distributor. Penelitian ini bertujuan untuk menganalisis pengaruh karakteristik distributor, dukungan perusahaan, dan organisasi pembelajaran untuk meningkatkan kinerja distributor pada Distributor PT. Mahakarya Sejahtera Indonesia Manado. Penelitian ini menggunakan metode penelitian Kuantitatif dengan menggunakan analisis regresi berganda dengan jumlah sampel yang diambil dalam penelitian ini sebanyak 60 responden sebagai anggota PT. Mahakarya Sejahtera Indonesia Manado Distributor di bawah Meilany Deisy Rengkung, SE. Hasil penelitian menunjukkan bahwa karakteristik distributor, dukungan perusahaan, dan organisasi pembelajaran mempengaruhi kinerja distributor. Karakteristik distributor mempengaruhi kinerja distributor. Dukungan perusahaan tidak berpengaruh pada kinerja distributor. Organisasi pembelajaran mempengaruhi kinerja distributor. Sebaiknya populasi diambil dari beberapa kelompok karena tidak menutup kemungkinan setiap kelompok memiliki kebiasaan yang berbeda dalam perannya sebagai distributor

Kata Kunci: karakteristik distributor, dukungan perusahaan, pembelajaran organisasi, kinerja distributor.

INTRODUCTION

Research Background

In today's modern era, business competition is so tight that it keeps companies looking for new strategies that can be a breakthrough to anticipate the difficulties that arise in product marketing issues. With this new strategy the company can overcome the saturation in marketing. One of the breakthrough strategies in emerging product marketing is Multi Level Marketing (MLM). The MLM company can run business activities in Indonesia if it has obtained *Surat Izin Usaha Penjualan Langsung* (SIUPL) issued by the *Badan Koordinasi Penanaman Modal* (BKPM) in accordance with Permendag. 32 of 2008. PT. Mahakarya Sejahtera Indonesia (MSI) is one of the many Multi Level Marketing (MLM) companies that are legal at the *Badan Koordinasi Penanaman Modal* (BKPM). PT. Mahakarya Sejahtera Indonesia (MSI) is a legal MLM company in Indonesian law that already has a *Surat Izin Usaha Penjualan Langsung* (SIUPL).

One of the marketing strategies in MLM business to increase sales growth is the role of salespersons. Companies can measure the success of its performance by paying attention and increase the ability of salespeople who incidentally deal directly with the buyer. Therefore, the company can establish closer and better relationships with its customers, through the technical services of salespeople. The salespersons in the MLM marketing system is called a distributor. Distributors are the determinants of the success of MLM companies because in this business is done face-to-face and not a fixed retail location, so the character of distributor is needed such as distributor loyalty and ability to communicate good, right, and true to build a good and sustainable relationship with the customers. Barker (1999) states that the characteristics of an effective salesperson have the motivation to do the best, have a passion for achieving, growing, stimulating and able to overcome the challenges of his work. The decision to choose the right company for the distributor to work is also an important decision because support from the company in the form of a company reputation, a quality product, and a realistic business plan will make it easy for the distributor to run the business. The company plays a dramatic role in relation to the success of Distributor Network Marketing (Gage, 2004). In addition to the characteristics of distributors and support companies, in the MLM industry needs a learning organization so that each distributor is able to carry out the work well.

Research Objective

The objectives of this research are to analyze the influence of distributor characteristics, corporate support, and learning organization on distributor performance at PT. Mahakarya Sejahtera Indonesia Manado distributor.

THEORETICAL FRAMEWORK

Human Resource Management

Human resource management contains a sense closely related to the management of human resources or employees within the company. According to Dessler (2013), the definition of human resource management is the process of acquiring, training, appraising, compensating employees, and of attending to their labor relations, health and safety, and fairness concerns.

Distributor Performance

The sales force is one human resources of company that has important role in achieving corporate goals. Often in the sales activity found a job that is in vain and does not bring satisfactory results. In order to improve distributor performance and to move effectively, the salespersons must have knowledge of his company, products, customers and competitors, effective sales presentations and procedures and responsibilities.

Distributor Characteristics

Sales is an activity part of marketing that focuses on increasing sales volume by convincing consumers to be motivated to buy a product, thus in the sales activities required the ability / knowledge to sell a product until the number of sales increases without considering whether the product is in accordance with the wishes and needs of customers so that can provide satisfaction for consumers (Riadi, 2015). Therefore, the characteristics of an effective salesperson will be able to produce effective behavior as well.

Corporate Support

In establishing long-term business partnership relationship, the most important factor and the main thing to note is about the company. Multilevel marketing (MLM) company that is good, can be recognized by the

characteristics of the company that has prepared everything needed by the distributors in developing the business. The company plays a dramatic role in relation to the success of network marketing distributor (Gage, 2004).

Learning Organization

Learning organization is defined by Senge (1990) as a group of people who are constantly pushing their capacity to create what they want to create. He also mentioned that learning organizations is an organization that implements continuous learning where its employees will develop their capacity or ability continuously to create desired results, organizations where new and / or broad mindset can be maintained, organizations where employees freed to express his aspirations, and organizations where employees are constantly learning together.

Previous Research

Widiastuti (2016) is studied about sales performance factors. The role of salesperson is very important in a company's marketing, managing the sales force is a necessity, because the performance of salesperson will have a direct impact on the performance of the company. This study indicates that customer orientation does not affect the performance of salesperson in pharmaceutical companies.

Schetzsle, and Duleep (2013) is studied about the impact of sales manager characteristics on salesperson's trust and commitment to the relationship. The purpose of this study is to identify specific sales manager characteristics that impact the relationship with their salespeople. This study indicates that sales manager characteristics impact salesperson trust and commitment. Further, competence and dependability had a positive relationship with salesperson trust and commitment to the manager, while sales manager consideration failed to show an effect on trust.

Munteanu (2015) study about Corporate Support for Sport and Organizational Performance. The empirical research, conducted with the help of an original methodology, evaluated three basic issues related with corporate sport support (sport in general, sport for employees, sport for other stakeholders) for the companies investigated according to five main domains of economic activity. The initially achieved results, strongly influenced by the industrial profile of the firms, emphasize the increased focus put on supporting sport initiatives by the analysed companies in the recent period, considering the real contribution that sport could bring to the broad organisational development, through human resource management and suitable policy of corporate social responsibility.
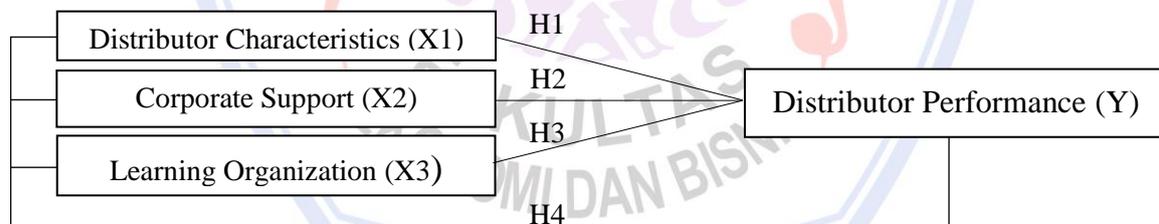
Conceptual Framework

Figure 1. Conceptual Framework
Source: Theoretical Review (2018)

RESEARCH METHOD

Research Approach

This Research using a quantitative method that formed from the respondent responses by a questionnaire. This research is a causal type of research that aims to analyzing the influence of distributor characteristics, corporate support, and learning organization on distributor performance. This research will be conducted in Manado. The time of research started from June 2018.

Population, Sample and Sampling Technique

In this research, the population is the members of MSI Distributor Manado. This research uses purposive sampling technique. Purposive sampling is a form of non-probability sampling in which decisions concerning the individuals to be included in the sample are taken by the researcher based upon a variety of criteria that can bring more accurate results. Criterias are:

1. A distributor organization that has been determined that is under Mrs. Meilany Deisy Rengkung, SE.

2. Active Distributor.
3. Ever got a reward from MSI.

Amount of the research sample according to Hair et. al, (1998) 15-25 x variables. According to that theory, the number of samples used in this study were 60 respondents.

Data Collection Method

Primary data is a data that is collected by researcher directly from the first source or object where the research is conducted (without media intermediaries). In this study, the primary data source is from questionnaire. Secondary data is data that has been collected with the intention of solving the existing problems. This data can be found quickly. In this study, the secondary data source is from literature, articles, journals and websites on internet relating to the research.

Data Analysis Method
Validity Test and Reliability Test

Validity testing is done by correlating the score between each of the questions with a total score obtained from the sum of all scores questions. If the correlation is significant, then the measuring instruments used have validity. Reliability testing is performed to determine whether the answer given respondent trustworthy or reliable by using analysis through Cronbach Alpha method.

Classical Assumption Test

In the economic literature, there are some classical assumptions that must be fulfilled by a regression model so that the model can be used. The classical assumption are consist of normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test.

Multiple Regression Test

Linear regression is a statistical method used to from a model of the relationship between the dependent variables (the dependent; responses, Y) with one or more independent variables (independent, predictor, X). If the number of variable are only one, it is known as simple linear regression, whereas if there is more than one independent variable, called linear regression.

Multiple Regression Coefficient of Correlation (R) and Determination (R^2)

Multiple R or multiple correlation is the individual correlations between the independent variables and the dependent variable (Sekaran and Bougie, 2009).

Hypothesis Test
Partial Test (t-test)

The t-test is used to determine whether a significant relationship exists between each of the individual independent variables and the dependent variable.

Simultaneously Test (f-test)

An f-test is any statistical test intended to determine whether the independent variables simultaneously influence the dependent variable (Malhotra, 2002).

RESULT AND DISCUSSION
Result

The questionnaire is conducted from the members who are distributor in PT. Mahakarya Sejahtera Indonesia Manado under Mrs. Meilany Deisy Rengkung, SE.

Characteristics of Respondent
Table 1. Number of Respondents By Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	3	5.0	5.0	5.0
	Woman	57	95.0	95.0	100.0
	Total	60	100.0	100.0	

Source: SPSS Statistic (2018)

Table 1 shows that most of the research respondents were women, amounting to 57 respondents, while males were only 3 respondents.

Table 2. Number of Respondents By Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	>42	2	3.3	3.3	3.3
	18-23	5	8.3	8.3	11.7
	24-32	42	70.0	70.0	81.7
	33-42	11	18.3	18.3	100.0
	Total	60	100.0	100.0	

Source: SPSS Statistic (2018)

From table 2 it can be seen that the age of respondents is very varied can be said most of the respondents aged 24-32 years with a percentage of 70% of the number of respondents followed by those aged 33-42 years with a percentage of 18.3% of the number of respondents while the age of 18-23 years 8.3% and those aged more than 42 years ranged from 3.3% of the respondents.

Table 3. Number of Respondents By Employment Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Housewife	28	46.7	46.7	46.7
	Employee	20	33.3	33.3	80.0
	Others	7	11.7	11.7	91.7
	Entrepreneur	5	8.3	8.3	100.0
	Total	60	100.0	100.0	

Source: SPSS Statistic (2018)

In table 3 above can be seen respondents with employment status as housewife as many as 28 people with 46.7 percentage, while employees as many as 20 people with 33.3% percentage of the number of respondents, those who work in other job as many as 7 people with a percentage of 11.7% followed by of respondents who work as entrepreneurs as many as 5 people with 8.3% percentage.

Validity Test

Table 4. Validity of Variable Distributor Characteristics

Statement	Corrected Item-Correlation Total	R Valid
$X_{1.1}$	0.930	0.25
$X_{1.2}$	0.956	0.25
$X_{1.3}$	0.958	0.25
$X_{1.4}$	0.899	0.25
$X_{1.5}$	0.963	0.25

Source: SPSS Statistic (2018)

Based on table 4, the result of validity test of variable distributor characteristics (X1) above can explain that all items of statement are valid, which is bigger than r = 0.25. And correction item – correlation total X1.5 of 0.963 is the most valid statement compared to other X1 statements.

Table 5. Validity of Variable Corporate Support

Statement	Corrected Item-Correlation Total	R Valid
$X_{2.1}$	0.949	0.25
$X_{2.2}$	0.949	0.25
$X_{2.3}$	0.973	0.25
$X_{2.4}$	0.930	0.25
$X_{2.5}$	0.967	0.25

Source: SPSS Statistic (2018)

Based on table 5, the result of validity test of variable corporate support (X2) above can explain that all items of statement are valid, which is bigger than r = 0.25. And correction item – correlation total X2.3 of 0.973 is the most valid statement compared to other X2 statements.

Table 6. Validity of Variable Learning Organization

Statement	Corrected Item-Correlation Total	R Valid
$X_{3.1}$	0.958	0.25
$X_{3.2}$	0.962	0.25
$X_{3.3}$	0.959	0.25
$X_{3.4}$	0.974	0.25
$X_{3.5}$	0.967	0.25

Source: SPSS Statistic (2018)

Based on table 6, the result of validity test of variable learning organization (X3) above can explain that all items of statement are valid, which is bigger than r = 0.25. And correction item − correlation total X3.4 of 0.974 is the most valid statement compared to other X3 statements.

Table 7. Validity of Variable Distributor Performance

Statement	Corrected Item-Correlation Total	R Valid
Y_1	0.912	0.25
Y_2	0.948	0.25
Y_3	0.957	0.25
Y_4	0.959	0.25
Y_5	0.920	0.25

Source: SPSS Statistic (2018)

Based on table 7, the result of validity test of variable distributor performance (Y) above can explain that all items of statement are valid, which is bigger than r = 0.25. And correction item − correlation total Y4 of 0.959 is the most valid statement compared to other Y statements.

Reliability Test
Table 8. Result of Reliability Test

Statement	Cronbach's Alpha
X_1	0.966
X_2	0.975
X_3	0.981
Y	0.966

Source: SPSS Statistic (2018)

Table 8 states the results can explain that all items of statement are valid, which shows that Cronbach"s Alpha > 0.6. This means that the questionnaire used to measure the variable of Perceived Price (X1), Brand Recognition (X2), Consumer Attitude (X3) and Purchase Intention (Y) is reliable.

Classical Assumption Test
Result of Normality Test
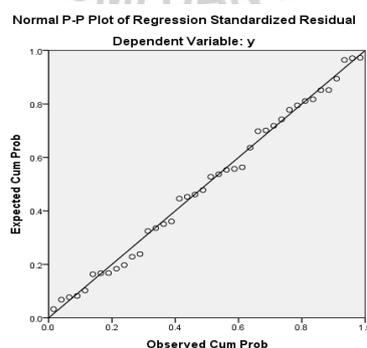
Figure 2. Normality Test
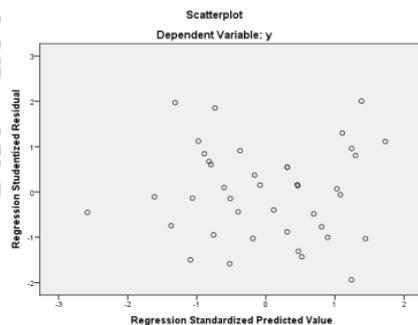*Source: SPSS Statistic (2018)*

The Normal P-P graphite Plot of Regression Standardized Residual describes the distribution follows the direction of the diagonal line of the graph, the regression model used in this study meets the normality assumption.

Multicollinearity Test
Table 9. Result of Multicollinearity Test

		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	Model	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	-.089	.292		-.305	.761		
	Distributor Characteristics	.322	.106	.313	3.042	.004	.267	3.752
	Corporate Support	.019	.165	.017	.117	.908	.132	7.575
	Learning Organization	.663	.176	.620	3.778	.000	.105	9.553

Source: SPSS Statistic (2018)

Based on the results of tolerance values in table 9, it can be concluded that in this model meet the requirements of multicollinearity because the tolerance value of each variable is greater than 0.10. As for the VIF value each variable shows the value of VIF <10 so the research model is free from multicollinearity.

Heterocedasticity Test

Figure 3. Heterocedasticity Test
Source: SPSS Statistic (2018)

It can be seen all the data spread following the diagonal line. This shows that in this multiple regression model it meets the data linearity requirements.

Autocorrelation Test
Table 10. Result of Autocorrelation Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.918^a	.842	.834	.27510	1.561

Source: SPSS Statistic (2018)

Based on the result, can be assessed DW of regresseion 1.561, while from the DW table with the significance of 0.05, n = 60 and k = 4 obtained DL value of 1.47965 and DU of 1.68891. since the DL<DW<DU (1.47965<1.561<1.68891), it can be concluded that there is no autocorrelation to the data.

Multiple Regression Test
Table 11. Result of Multiple Regression Test

Coefficients

	Model	Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	-.089	.292		-.305	.761
	Distributor Characteristics	.322	.106	.313	3.042	.004
	Corporate Support	.019	.165	.017	.117	.908
	Learning Organization	.663	.176	.620	3.778	.000

Source: SPSS Statistic (2018)

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Based on table 11, by looking at beta coefficients for each variable then the resulting multiple linear regression equation is as follows:

Y = -0.089 + 0.322 X1 + 0.019 X2 + 0.663 X3 + e

Coefficient of Determination (R2 And R)
Table 12. Result of Coefficient of Determination Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.918a	.842	.834	.27510

Source: SPSS Statistic (2018)

Model summary can be seen the magnitude of the coefficient of determination (r2) of 0.842. This figure shows the contribution of distributor characteristics, corporate support, and learning organization to distributor performance is 0.842 or 84.2%. The rest equal to 15.8%, caused by other variable not examined in this research. While the multiple correlation coefficients (r) of the relationship model between distributor characteristics, corporate support, and learning organization toward distributor performance is 0.918. This means the ability of independent variables to explain the dependent variable is 91.8%, and the remaining 8.2% is explained by another variable not examined in this study.

Hypothesis Test
Partial Test (t-test)

1. Influence between distributor characteristics and distributor performance partially, based on result of calculation which can be seen in table 11 obtained significant value (sig.) distributor characteristics is equal to 0.004 < 0.05. Thus H0 is rejected; while accepting alternative hypothesis (Ha) which states that distributor characteristics effect on distributor performance.
2. To see the magnitude of influence between corporate support and distributor performance partially, based on calculations that can be seen in table 11 obtained value significance (sig.) t for corporate support is 0.908 > 0.05. Thus H0 which stating that corporate support does not affect distributor performance is accepted; and refused Ha.
3. While the influence of learning organization and distributor performance partially, obtained value significance (sig.) t learning organization is equal to 0.000 < 0.05. Thus H0 is rejected; while accepting alternative hypothesis (Ha) which states that learning organization effect on distributor performance.

Simultaneously Test (f-test)
Table 13. Result of Simultaneously Test

ANOVAᵃ

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	22.626	3	7.542	99.660	.000ᵇ
1	Residual	4.238	56	.076		
	Total	26.864	59			

Source: SPSS Statistic (2018)

Based on Table 13 can be seen that the number F of 99.660 with a significant level of 0.000 < 0.05. Thus, H0 is rejected; while accepting alternative hypothesis (Ha) which states that distributor characteristics, corporate support, and learning organization affect distributor performance.

Discussion
The Influence of Distributor Characteristics, Corporate Support, and Learning Organization to Distributor Performance

The result showed that there is an influence between distributor characteristics, corporate support, and learning organization to distributor performance of MSI distributor Manado. This also supported by Amri (2014), which states that learning orientation, quality of training, and sales force competence show a significant positive influence, which is significant to sales force performance and sales targets. Perhaps this is influenced by the diverse background and the community environment that can also affect the salespersons view of distributor performance, so these three variables when used together can affect distributor performance.

The Influence of Distributor Characteristics toward Distributor Performance

      The result of this test indicates that there is an influence of the distributor characteristics on the distributor performance of MSI distributor Manado. This is supported by Kohli, Tasadduq, and N.C (1998), the results support several of the a priori hypotheses and suggest that supervisory behaviors (as perceived by salespeople) have a significant influence on salespeople's learning and performance orientations. Therefore, distributor characteristics is very influential on distributor performance, especially in MSI distributor Manado.

The Influence of Corporate Support Toward Distributor Performance

      The result of this study indicates that there is no influence on the variable introduction of corporate support for distributor performance in MSI distributor. The performance of salesperson are determined not by the corporate support but by the customer satisfaction. Based on the theory, Churchill, et. al (1985) states that salespeople can not achieve high levels of performance without any motivation applied to some of their businesses. A person's motivation is at least determined by awarding them the kind of reward in achieving the level of performance that has been roused.

The Influence of Learning Organization Toward Distributor Performance

      The results showed that there is an influence of learning organization on distributor performance in MSI distributor. This is supported by research conducted by Silver, Sean, and Bruce (2006), which states that learning orientation of salespeople is negatively related to salesperson performance.

CONCLUSION AND RECOMMENDATION

Conclusion
1. There is significant influence of distributor characteristics to distributor performance of MSI distributor Manado partially.
2. There is no significant influence of corporate support to distributor performance of MSI distributor Manado partially.
3. There is significant influence of learning organization to distributor performance of MSI distributor Manado partially.
4. There is a significant influence of distributor characteristics, corporate support, and learning organization simultaneously to distributor performance of MSI distributor Manado.

Recommendation
1. This research uses only one object of research that is member of MSI distributor Manado under Meilany Deisy Rengkung, SE. The limitation of this research is this research takes the population of distributors in a group of leaders with a certain rank. It would be nice if the population is taken from several groups because it does not close the possibility of each group has different customs in its role as a distributor.
2. For the next researcher, it is better to reproduce the reference source of the research object and the variables that affect the distributor performance for the MSI distributor. This is because the distributor characteristics, corporate support, and learning organization are able to explain 84.2% of the distributor performance and still have the rest of 15.8% which can be explained by the variables or other objects that are not meticulous in this study.

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