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THE ROLE OF REWARD AS A MODERATION VARIABLE IN THE INFLUENCE OF RESPONSIBILITY AND INITIATIVE ON SALES PERFORMANCE AT PT. BEAUTIFUL GUNA PROSPEROUS MEDAN

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Abstract

This study aims to determine the role of reward as a moderating variable in the influence of responsibility and initiative on sales performance at PT. Guna Indah Makmur Medan. This type of research is quantitative research. The research instrument used in this study was a Likert questionnaire with a measurement scale. The sample in this study were 30 sales people. The data analysis techniques used are validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, t test, F test, determination test and MRA test. The study's results indicate that partially responsibility and initiative significantly affect sales performance at PT. Guna Indah Makmur Medan, but rewards cannot moderate the effect of responsibility and initiative on sales performance at PT. Guna Indah Makmur Medan.

Keywords: *Responsibility, initiative, reward, sales performance*

INTRODUCTION

One of the most essential elements in an organization is the existence of human resources that can drive all activities to achieve company goals. The need for effective human resource management in organizations is a crucial asset of success in any company or organization. Employee performance is an essential indicator of the quality of human resources in a company. PT. Guna Indah Makmur Medan was established in 1998 during the monetary crisis. PT. PT. Guna Indah Makmur Medan is a company engaged in *consultant*, *technical and marketing* LPG *product* services and said performance results from work and work behavior achieved in completing tasks and responsibilities in a certain period. Meanwhile, revealing employee performance results from work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. From the results of initial observations made by the author, the sales performance at PT. Guna Indah Makmur Medan has not been excellent where some sales are less able to convince prospective buyers to believe in the advantages of various types of products issued by PT. Guna Indah Makmur Medan, causing sales never to reach the sales target set by PT. Guna Indah Makmur Medan. (Cashmere, 2016) (Mangkunegara, 2017)

The low sales performance is thought to be due to employees' lack of sense of responsibility at work. According to responsibility is the ability to make the right and effective decisions. The same is expressed by, responsibility is a behavior that determines how to react to everyday situations (Adiwiyoto, 2001) (Schiller, 2002). From the observations made where there are some sales often play *mobile*

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phones while working in the field, this shows a lack of awareness and responsibility carried out by sales while working in the field.

In addition to responsibility, initiative is another factor that is thought to affect sales performance. According to demonstrate initiative as the ability to develop new ideas and ways to solve problems and to generate new ideas and ways to solve problems and to seek opportunities. While the other view of the opinion is that initiative is consciously doing something in performing duties and responsibilities. From the observations made, there are some (Suryana, 2006)(Siagian, 2015)sales who are still new and lack mastery about various types of products issued by PT. Guna Indah Makmur, this is due to our low initiative to be more responsible at work.

According to the (Fahmi, 2016) *reward* is a form of remuneration given to an employee for the performance of the work done, both in financial and non-financial forms. According to the (Siagian, 2015) *reward* is the job itself, wages, promotion opportunities, supervision, and co-workers. *Reward* is also an effort or way to foster recognition or a feeling of acceptance within the organization, which includes non-financial and financial. From the author's observations where PT. Guna Indah Makmur Medan provides *rewards* in the form of additional bonuses to every sales who can sell products according to the target. Providing this reward is expected to increase sales responsibility and initiative in working so that sales can work more optimally. With the conduct of this research, hopefully it can be a reference material for researchers, he continued, who discussed the title of this study and also an enhancer of insight for readers and me personally as a researcher in this study.

Frame of Mind

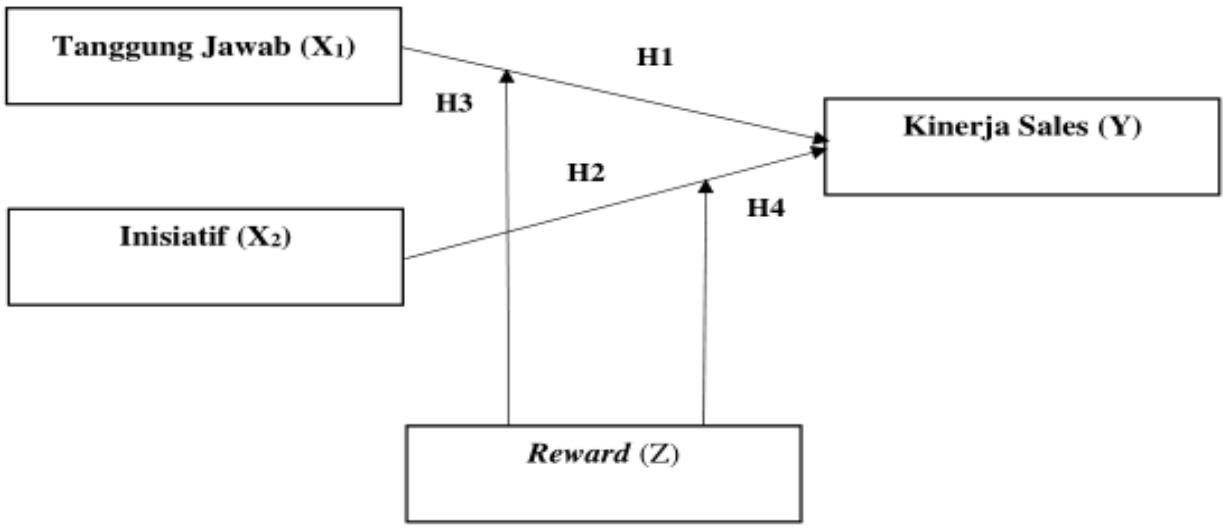

Figure 1. Frame of Mind

METHODS

This research is quantitative, a method used to study specific populations or samples by collecting data using research tools and quantitative / statistical data analysis to test hypotheses. (Sugiyono, 2017)

The population in this study is all sales at PT. Guna Indah Makmur Medan, totaling 30 people. The sample is representative of the population under study. If the population is less than 100, all of them are sampled, also called

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saturated samples. So the sample taken in this study is all sales of PT. Guna Indah Makmur Medan which amounted to 30 sales. (Arikunto, 2017)

The collection was done by making a list of statements in the form of questionnaires given directly to research respondents, namely sales of PT. Guna Indah Makmur Medan conducted interviews and direct observations by asking directly to the research respondents, namely sales of PT. Guna Indah Makmur Medan. Data analysis techniques in this study use validity tests, reliability tests, normality tests, multicollinearity tests, heteroscedasticity tests, multiple linear regression analysis, determination tests, F tests and to determine hypotheses taken from the results of t tests and MRA tests.

The measurement scale in this study uses a Likert scale where the scores given are strongly agree value 5, agree value 4, disagree value 3, disagree value 2 and strongly disagree value 1.

RESULTS AND DISCUSSION

Validity Test Results

Table 1. Validity Test Results

Variable	Statement	$r_{calculate}$	r_{table}	Information
Responsibilities (X_1)	Statement 1	0,470	0,3610	Valid
	Statement 2	0,672	0,3610	Valid
	Statement 3	0,675	0,3610	Valid
	Statement 4	0,752	0,3610	Valid
	Statement 5	0,542	0,3610	Valid
Variable	**Statement**	$r_{calculate}$	r_{table}	**Information**
Incentives (X_2)	Statement 1	0,588	0,3610	Valid
	Statement 2	0,588	0,3610	Valid
Reward (Z)	Statement 1	0,762	0,3610	Valid
	Statement 2	0,629	0,3610	Valid
	Statement 3	0,768	0,3610	Valid
	Statement 4	0,744	0,3610	Valid
	Statement 5	0,685	0,3610	Valid
	Statement 6	0,494	0,3610	Valid
Performance (Y)	Statement 1	0,471	0,3610	Valid
	Statement 2	0,562	0,3610	Valid
	Statement 3	0,619	0,3610	Valid
	Statement 4	0,431	0,3610	Valid
	Statement 5	0,457	0,3610	Valid

Source: SPSS Version 24 processed data

Table 1 of the validity test results above shows that the value of r counts each variable in each statement is more significant than the r table, so it can be concluded that each statement on the questionnaire is declared valid.

Reliability Test Results

Table 2. Reliability Test Results

Variable	*Cronbach's Alpha*	*N of Items*	Information
Responsibilities(X_1)	0,825	5	Reliable
Initiative (X_2)	0,737	2	Reliable

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Reward (Z)	0,875	6	Reliable
Performance (Y)	0,741	5	Reliable

Source: SPSS Version 24 processed data

From Table 2 of the reliability test results above, it can be seen that the value of Cronbach's Alpha variable responsibility is 0.825 > 0.70, the value of Cronbach's Alpha variable initiative is 0.737 > 0.70, the value of Cronbach's Alpha variable *reward* is 0.875 > 0.70. The value of *Cronbach's Alpha* variable sales performance is 0.741 > 0.70, so reliable data can be concluded.

Normality Test Results

Table 3 Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.04334844
Most Extreme Differences	Absolute	.096
	Positive	.096
	Negative	-.076
Test Statistics		.096
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source: SPSS Version 24 processed data

In Table 3 of the normality test results above, it can be seen that the results of the Kolmogorov-smirnov normality test prove that the resulting significant level value of 0.200 > 0.05 can be concluded that the normality test is classified as normally distributed.

Multicollinearity Test Results

Table 4 Multicollinearity Test Results

Coefficients[a]

Type		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Responsibility	.917	1.090
	Initiative	.432	2.315
	Reward	.458	2.183

a. Dependent Variable: Sales Performance

Source: SPSS Version 24 processed data

In Table 4 of the results of the multicollinearity test on the variables responsibility, initiative and *reward* values of *Tolerance* value > 0.1 and VIF

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(Variance Inflation Factor) value < 10, it can be concluded that there is no disruption of multicollinearity in this study.

Heteroscedasticity Test Results

Table 5 Heteroscedasticity Test Results with Glejser Test

Coefficients[a]

Type		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.899	1.081		1.756	.091
	Responsibility	.014	.046	.061	.315	.755
	Initiative	-.210	.139	-.422	-1.507	.144
	Reward	.015	.042	.095	.350	.729

a. Dependent Variable: Abs_RES2

Source: SPSS Version 24 processed data

From Table 5 heteroscedasticity test results using the glacier test, it can be seen that the significant value of the variables responsibility, initiative and *reward* > from 0.05 can be concluded that heteroscedasticity problems do not occur.

Multiple Linear Regression Analysis Results

Table 6 Multiple Linear Regression Analysis Results

Coefficients[a]

Type		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	4.890	1.978	
	Responsibility	.184	.085	.204
	Initiative	1.520	.178	.805

a. Dependent Variable: Sales Performance

Source: SPSS Version 24 processed data

Table 6 reveals the results of multiple linear regression analysis, namely:

$Y = a + b\ 1\ X_{\ 1} + b\ 2X_2$

$Y = 4.890 + 0.184\ X\ 1 + 1.520\ X_2$

The interpretations are:

1. The constant (a) = 4.890 indicates the constant value where if the variables responsibility and initiative equal to 0, sales performance is worth 4.890.
2. The coefficient of responsibility (b_1) = 0.184, indicates that for every addition of one unit to the responsibility variable, sales performance will increase by 0.297.
3. The initiative coefficient (b_2) = 1.520, indicates that for every addition of one unit to the initiative variable, sales performance will increase by 1.520.

Test Results t (Partial)

Table 7 Test Results t

Coefficients[a]

e-ISSN: 2985-4415
DOI: 10.57254/irma.v1i3.36

Type		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.890	1.978		2.472	.020
	Responsibility	.184	.085	.204	2.161	.040
	Initiative	1.520	.178	.805	8.531	.000

a. Dependent Variable: Sales Performance

Source: SPSS Version 24 processed data

Based on the partial t test above, it can be seen that:

1. The value on $t_{calculate}$ the variable responsibility is 2.161 positive and significant effect of 0.040 which means less than 0.05. H_1 is accepted because $t_{counts} > t_{table}$ (2.161>2.05553) which means that partially the variable responsibility significantly affects sales performance at PT. Guna Indah Makmur.
2. The value on $t_{calculate}$ the initiative variable is 8.531 positive and significant effect of 0.000 which means less than 0.05. H 2 is accepted because $t_{counts} > t_{table}$ (8.531>2.05553) which means that partially the initiative variable has a significant effect on sales performance at PT. Guna Indah Makmur.

F Test Results

Table 8 F Test Results

ANOVA[a]

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	146.817	2	73.408	47.023	.000[b]
	Residuals	42.150	27	1.561		
	Total	188.967	29			

a. Dependent Variable: Sales Performance

b. Predictors: (Constant), Initiative, Responsibility

Source: SPSS Version 24 processed data

The F test result table shows that the$_{F\ value}$ is calculated at 47.023 > F_{table} is 2.98 with a significant level of 0.000 < 0.05. So this study's results state simultaneously that the variables of responsibility and initiative affect sales performance at PT. Guna Indah Makmur Medan.

Determination Test Results

Table 9 Determination Test

Model Summary[b]

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881[a]	.777	.760	1.249

a. Predictors: (Constant), Initiative, Responsibility

b. Dependent Variable: Sales Performance

Source: SPSS Version 24 processed data

Based on Table 9, it is known that the *Adjusted R Square* value in this study is 0.760, which means the influence of responsibility and initiative variables on sales performance at PT. Guna Indah Makmur Medan amounted to 76%, the rest was influenced by other factors not studied in this study.

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Moderation Variable Test Results

Table 10 MRA Phase I Test Results with X_1 Responsibilities

Coefficients[a]

Type		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	5.166	2.289		2.257	.032
	Responsibility	.297	.095	.328	3.124	.004
	Reward	.433	.062	.734	6.985	.000

a. Dependent Variable: Sales Performance

Source: SPSS Version 24 processed data

Table 11 MRA Test Results Phase I with X_2 Initiatives

Coefficients[a]

Type		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	7.083	1.461		4.847	.000
	Initiative	1.189	.248	.630	4.793	.000
	Reward	.185	.077	.314	2.387	.024

a. Dependent Variable: Sales Performance

Source: SPSS Version 24 processed data

Based on Tables 10 and 11 can be explained:

1. MRA test results phase I with the dependent variable sales performance and the independent variable responsibility to explain how *the reward* variable relates to responsibility to sales performance. Based on Table 10, it is known that the significant value of 0.000 < 0.05, thus it can be stated that *reward* affects sales performance.
2. MRA phase I test results with the dependent variable sales performance and the independent variable initiative to explain how the *reward* variable in the relationship between initiative and sales performance. Based on Table 11, it is known that the significant value is 0.024 < 0.05, thus it can be stated that *reward* affects sales performance.

Table 12 MRA Phase II Test Results with X_1 Responsibilities

Coefficients[a]

Type		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.484	10.081		.048	.962
	Responsibility	.528	.494	.584	1.069	.295
	Reward	.632	.423	1.072	1.496	.147
	Moderation X1	-.010	.021	-.452	-.477	.637

a. Dependent Variable: Sales Performance

Source : SPSS Version 24 processed data

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Table 13 MRA Test Results Phase II with X_2 Initiatives

Coefficients[a]

Type		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	-.330	8.712		-.038	.970
	Initiative	2.005	.977	1.061	2.052	.050
	Reward	.540	.419	.916	1.289	.209
	Moderation X2	-.039	.045	-.968	-.863	.396

a. Dependent Variable: Sales Performance

Source: SPSS Version 24 processed data

Based on Tables 12 and 13 can be explained:

1. MRA phase II test results with the dependent variable of sales performance and the independent variable of responsibility for determining the type of reward moderation variable*.* Based on Table 12 known significant values of 0.637 > 0.05, H_3 is rejected. Thus it can be stated that the *reward* variable is not a moderator variable between the influence of the independent variable of responsibility on the dependent variable of sales performance.
2. MRA phase II test results with sales performance dependent variables and initiative independent variables to determine the type of reward moderation *variables.* Based on Table 13 known significant values of 0.396 > 0.05, H_4 is rejected. Thus, *the reward* variable is not a moderator variable between the influence of the initiative independent variable on the dependent variable of sales performance.

Discussion

1. Partial Responsibility Affects Sales Performance

The result of the t test where the t value is$_{calculated}$ by the responsibility variable > the table t value is (2.161>2.05553) with a significant of 0.040 < 0.05 which means **H_1 is accepted**. Partially, the variable responsibility significantly affects sales performance at PT. Guna Indah Makmur. The greater the sense of sales responsibility at PT. Guna Indah Makmur at work, of course, will impact better performance. The results of this study are in line with the results of the study which partially shows that responsibility has a positive and significant effect on the performance of Gorontalo University employees. (Joseph, 2018)

2. Initiative Partially Affects Sales Performance

The result of the t test where the t value of$_{the}$ initiative variable is calculated > the table t value (8.531>2.05553) with a significant of 0.000 < 0.05 which means **H_2 is accepted**. Partially, the initiative variable significantly affects sales performance at PT. Guna Indah Makmur. The higher the sales initiative at PT. Guna Indah Makmur at work, of course, will impact better performance. The results of this study align with the results of research where there is a positive influence of initiative variables on employee performance variables at the Tangah City Subdistrict Office, Padang City. (Yasmeardi et al., 2019)

3. Reward is unable to moderate the effect of responsibility on sales performance

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MRA test results are known to have significant X1 moderation values of 0.637 > 0.05, **H_3 is rejected**. Thus, it can be stated that the *reward* variable is not a moderator variable between the influence of the independent variable of responsibility on the dependent variable of sales performance.

4. **Rewards are not able to moderate the effect of initiatives on sales performance**

MRA test results are known to have significant X2 moderation values of 0.396 > 0.05, **H_4 was rejected**. Thus, it can be stated that *the reward* variable is not a moderator variable between the influence of the initiative independent variable on the dependent variable of sales performance.

CONCLUSION

The conclusions in this study are:

1.Partial responsibility affects sales performance at PT. Guna Indah Makmur Medan.

2.The initiative partially affects the sales performance of PT. Guna Indah Makmur Medan.

3.Reward cannot moderate the effect of responsibility on sales performance at PT. Guna Indah Makmur Medan.

4.Reward cannot moderate the effect of initiatives on sales performance at PT. Guna Indah Makmur Medan.

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