



# The Effect of Training and Team Cooperation on the Productivity of Panin Insurance Agents with Motivation as Intervening Variables

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## Abstract

This study aims to analyze the effect of training and teamwork on Panin Insurance agents' productivity with motivation as an intervening variable. This research is categorized as a quantitative study because it processes data from the questionnaire's numbers. The population in this study amounted to 120 people who were Panin Dai-chi insurance agents. The analytical method used in this research is the Partial Least Square (PLS) analysis method. The results showed that (1) Training had an impact on increasing the motivation of Panin Dai-chi insurance agents significantly, (2) Teamwork had an impact on increasing the motivation of Panin Dai-chi insurance agents significantly, (3) Training had an impact on increasing the productivity of Panin Dai-chi insurance agents through increasing work motivation, (4) Teamwork has an impact on increasing the productivity of Panin Dai-chi insurance agents through increased work motivation, and (5) Motivation has an impact on increasing the productivity of Panin Dai-chi insurance agents.

**Keyword: Training, Teamwork, Motivation, Productivity**

## Introduction

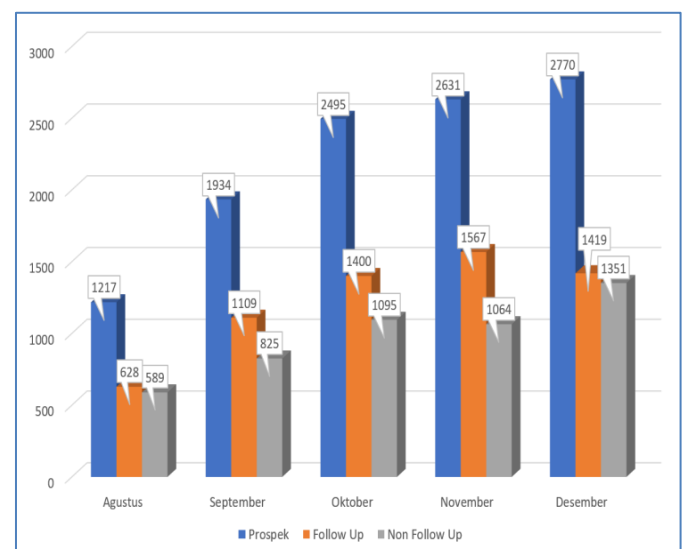
As one of the largest life insurance companies in the world, Panin Dai-chi must continue to be committed to maintaining the quality of its services and providing a variety of innovative products so that it can continue to expand its market share and achieve the goals set by the company.

With the goal that he wants to achieve, the level of sales of Panin Dai-chi in Indonesia has fluctuated with a downward trend in 2019 compared to 2016.

**Table 1: Panin Dai-chi Insurance Sales Target**

Year	Target (Million Rupiah)	Realization (Million Rupiah)	(%)
2015	300.000	273.734	91,2
2016	450.000	418.490	92,9
2017	500.000	428.406	85,6
2018	550.000	474.335	86,2
2019	600.000	495.176	82,5

This decline is a concern for management to improve the overall performance of Panin Dai-chi. The impact of good agent management will impact the productivity of the insurance agent so that it can provide benefits for the company.



**Figure 1: Customer Follow Up Data**

There is a lot of prospect data by insurance agent Panin Dai-chi. Agent productivity is a concern of management to increase customer follow-up. To get an initial picture, a pre-survey was conducted on 50 insurance agents so that it can be concluded that training, motivation, and teamwork are factors that play an important role in increasing agent productivity.

## Literature Review

Employee productivity is related to comparing work results and costs incurred by the company (Hartatik, 2018). Implementatively, employee productivity is defined as regular efforts to improve previously achieved performance (Sutrisno, 2016).

Training is defined as a company's program to improve employees' understanding of various technical knowledge by the position and goals the company wants to achieve (Mangkunegara, 2016). Training is an educational program with materials designed to develop employee competencies by prioritizing practice over theory (Dessler, 2017).

Prinsa (2016) argues that motivation is the motivation and intensity of employees to achieve a goal. More specifically, Mangkunegara (2016) is a situation to move employees to more productive activities to help the company achieve its goals.

Kaswan (2014) defines teamwork as work between employees who help each other, take on mutual responsibility to complete work and specific targets. According to Daft (2011), Teamwork consists of members who coordinate with each other and interact well to complete work.

Based on the literature above, a research framework is prepared that shows the relationship between variables

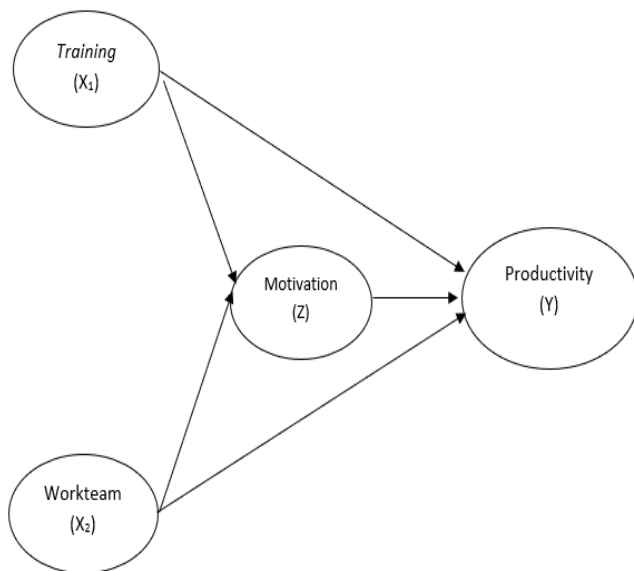


Figure 2: Framework

## Research Methodology

Quantitative research was chosen because it processed the questionnaire data and converted it into numbers according to the respondents' answers. The population is 120 Panin Dai-chi insurance agents. The total sample is an appropriate sampling technique. To answer the proposed hypothesis, SEM analysis with the PLS 3.0 program was used because of the mediating variables (intervening).

## Result and Discussion

Descriptive statistics on the research variables are presented to explain the respondents' answers to the questionnaire statements.

Table 2: Variable Description

Indicator	1	2	3	4	5	Mean
PK1	0	2	21	88	9	3,86
PK2	1	4	14	69	32	4,05
PK3	1	2	20	34	63	4,30
PK4	0	2	11	50	57	4,35
PK5	1	0	16	33	70	4,42
PK6	0	2	10	38	70	4,46
PK7	0	2	14	37	67	4,40
PK8	0	4	7	52	57	4,35
PK9	0	2	14	36	68	4,41
PK10	0	3	10	36	71	4,45
PK11	0	2	12	38	68	4,43
PK12	0	2	11	48	59	4,36
Indicator	1	2	3	4	5	Mean
M1	1	1	12	43	63	4,38
M2	0	3	11	42	64	4,39
M3	1	1	16	39	63	4,35
M4	0	2	11	45	62	4,39
M5	0	1	14	39	66	4,41
M6	0	1	13	40	66	4,42
Indicator	1	2	3	4	5	Mean
T1	0	1	13	45	61	4,38
T2	1	1	13	49	56	4,31
T3	0	3	13	40	64	4,37
T4	0	4	7	44	65	4,41
T5	0	2	16	33	69	4,40
T6	0	3	11	45	61	4,36
T7	0	1	14	36	69	4,44
T8	0	1	13	45	61	4,38
T9	1	1	13	49	56	4,31
T10	0	3	13	40	64	4,37
Indicator	1	2	3	4	5	Mean
W1	1	0	13	38	68	4,43
W2	1	3	9	41	66	4,40
W3	1	0	12	36	71	4,46
W4	0	1	11	34	74	4,50
W5	0	2	10	47	61	4,39
W6	0	2	12	34	72	4,46

The descriptive analysis explains that employees do not have a good basic understanding of the products offered to customers. In terms of motivation, it is known that employees do not have the motivation to work better than their colleagues. Regarding the training that has been held, it is known that the instructor's ability to motivate training participants is important. Finally, the desire to complete work is still a lack of employees.

## Hypothesis testing results

The research variable hypothesis was answered through SEM-PLS analysis.

**Table-3 Hypothesis Analysis**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics(O/STDEV)	P-Values
Motivation → Work Productivity	0.370	0.268	0.097	2.789	0.000
Training → Motivation	0.539	0.535	0.097	5.578	0.000
Workteam → Motivation	0.440	0.444	0.097	4.541	0.000
Training → Motivation → Work Productivity	0.231	0.132	0.046	2.672	0.000
Workteam → Motivation → Work Productivity	0.238	0.135	0.051	2.739	0.000

Based on the hypothesis test, it is known that Panin Insurance Agent Training activities have increased, so work motivation will increase significantly. The cooperation activities of the Panin Insurance Agent Team increase, so the work motivation will increase significantly. Increased work motivation can support the effect of Training on the Work Productivity of Panin Insurance Agents. Furthermore, high work motivation can reinforce the effect of Teamwork on the Work Productivity of Panin Insurance Agents. Finally, if the work motivation of the Panin Insurance Agent increases, the work productivity will increase.

Training activities are a function of sustainable human resource management to facilitate employees' adaptation to new conditions or environments and improve decision-making and problem-solving in the work environment. Training is an indicator of the importance given to employees and is an important wing of the investment that people make. From an employee perspective, participation in a training program, from the company's costs, can enable them to feel special and increase their knowledge and skills. The results of this study are in line with previous studies (Tiyasiningsih et al., 2016).

The important benefits of teamwork are producing better quality work results, making the team more efficient, creating a healthier environment, leaving large amounts of productivity behind, and allowing greater growth in the organization. This will motivate employees to continue learning and innovating with a learning process that is carried out continuously between fellow employees. The results of this study are in line with previous studies (Judith et al., 2017).

The training program aims to increase the competence of agents so they can work better. Good training with the right instructor qualifications, easy-to-understand training materials, good training methods, and clear objectives can impact the agent's knowledge and experience so that productivity is a response to the right training program. The results of this study are in line with previous studies ((Karima et al., 2018); (Angel Rumahlaiselan & Wenas, 2018); (Aspiyah & Martono, 2016); (Sabir et al., 2016); (Tahir et al., 2014).

Teamwork is important in the company, it is described in thinking by two people, or more can be better than the thought by one person, team members can know and trust each other, the results of a team can be better than the number of parts (individual members). This can help each other and make communication better so that positive change can occur. The results of this study are in line with previous studies ((Agarwal & Adjirackor, 2016); (Prabawa & Wayan, 2018); (Apriliani & Sriathi, 2019)).

Work motivation is influenced by several factors, including the desire to fulfill needs, increase work performance and seek experience. Conversely, if the employee's work motivation is not good, it will affect productivity and have a bad impact on the company. The relationship between motivation is close to work productivity. The higher a person's motivation level, the more

enthusiastic he is to complete the work, and the results are faster with quality according to the set standards. So, motivation can direct employees' power and potential so that they are willing to work together productively and succeed in achieving and realizing predetermined goals. The results of this study are in line with previous studies ((Cetin, 2013); (Terver et al., 2015); (Komarudin, 2019); (Pettarani et al., 2018)).

## Conclusion

The analysis shows that training and teamwork impact increasing the motivation of Panin Dai-chi insurance agents significantly. Training and teamwork impact increasing the productivity of Panin Dai-chi insurance agents through increased work motivation. Motivation has an impact on increasing the productivity of the insurance agent Panin Dai-chi.

It is recommended that Panin Dai-chi be able to increase the qualifications of training instructors. Panin Dai-chi insurance should set a better standard of trainer competence. This can be done by selecting trainers through various social media such as LinkedIn, Instagram and others. Furthermore, Panin Dai-chi insurance is expected to increase the commitment of company agent employees. This can be done by announcing promotion policies openly so that employees have certainty about their future through a definite career path so that employee commitment will be even higher.

## Data Availability

Keseluruhan data yang dipergunakan di dalam penelitian ini sepenuhnya dapat diakses oleh para pembaca, khususnya para peneliti berikutnya, sejauh hal tersebut dilakukan demi kepentingan penelitian akademis dan bukan kepentingan komersial.

## Conflicts of Interest

Authors declare that there is no conflict of interest regarding the publication of this paper.

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