

THE EFFECT OF INNOVATION SKILL AND ENGAGED BEHAVIOR ON MEDICAL REPRESENTATIVE PERFORMANCE AND ITS IMPACT ON ACHIEVEMENT OF SALES TARGETS PT OPI AREA BEKASI, CIKARANG, KARAWANG

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ABSTRACT

The high level of competition in the pharmaceutical industry that demands to be at the forefront, fastest and best in meeting customer needs, this cannot be separated from the function of the marketing department in the pharmaceutical industry itself to implement marketing strategies that are in accordance with the situation and conditions of the pharmaceutical market. The purpose of this study is the effect of innovation skills and engaged behavior on the performance of medical representatives and their impact on achieving sales targets for PT OPI in the Bekasi area, Cikarang, Karawang. The research method used in this research is quantitative research using SEMPLS. The results of the analysis show that Innovation skills have a positive effect on the performance of Medical Representatives, Engaged behavior has a positive effect on the performance of Medical Representatives, Innovation skills have a positive effect on achieving sales targets for Medical Representatives, Engaged behavior has a positive effect on achieving sales targets for Medical Representatives and Performance of Medical Representatives has a positive effect with the achievement of the sales target of PT OPI.

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1. INTRODUCTION

The high level of competition in the pharmaceutical industry demands to be at the forefront, the fastest and the best in meeting customer needs, this is inseparable from the function of the marketing department in the pharmaceutical industry itself to implement marketing strategies that are in accordance with the situation and conditions of the pharmaceutical market (Iswanto, 2001). . The sales team which includes medical representatives must master several techniques so that what is a sales management program can work well. For this reason, a qualified salesperson is needed, especially a professional salesperson. Professional salespeople will generate profits for the company and for those concerned (Haryono, 2017). The placement of these sales force employees is very strategic for the company.

Several obstacles at PT.OPI, since the Covid 19 pandemic started in Indonesia, namely March 2020, there are employees who resign every month. The employee resignation rate for the last 1 year from March 2020 to February 2021 is 46%, while the company's norm is a maximum of 2%. This shows that medical representative turnover is caused by high working conditions because there are obstacles in conveying information from superiors to subordinates and work pressure from different assignments from each area manager in each area and division so that it affects sales.

In addition, the performance of medical representatives who are not optimal is often found. According to the Regional Manager, the high rotation and turnover is due to the lack of engagement of medical representatives in their work due to not receiving proper direction and learning from a leader, especially the direct supervisor. The inability of medical representatives to achieve the sales targets given, but the pressure is high enough to reduce the engagement of medical representatives. This will affect the effectiveness of performance where the medical representative cannot focus on selling products with high profit margins and as the main income for the long term business and has the ability to achieve sales goals and targets.

In addition, one of the success factors in managing human resources in an organization is employee performance. An organization can be said to be successful when the performance of the organization's

employees is good. Performance is the level of achievement of the tasks borne by an individual in his organization. In accordance with the opinion (Mangkunegara, 2002), which says that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Dessler, (2004) defines employee performance as the employee's actual achievement compared to the achievement expected by the employee. The success of an organization in improving the performance of its employees cannot be separated from the positive efforts made as a form of achieving the goals of an organization. Several efforts can be made by organizations to improve employee performance, such as by creating organizational commitment for employees through employee engagement or making employees attached to the organization, and creating good training programs to support the achievement of organizational goals (Hakim, 2018).

Employee engagement is a relatively new concept in management, especially in human resources. Employee engagement is an interesting discussion for the development of human resource management science (Hakim, 2018). Researchers and practitioners make this topic important because it is known to improve the quality of employee performance. Apart from being able to contribute more to the company, engaged employees are relatively more loyal and therefore less likely to leave the company they occupy (Macey and Schneider, 2008).

Sales performance refers to the financial and non-financial achievements achieved by individual salespeople in accordance with the roles and responsibilities set by the company. This shows how well the performance of the salesperson carries out his related sales duties when carrying out the assigned work responsibilities (Mulatsih, 2011). Research conducted by Wong, (2016) found that adaptive behavior has a significant effect on improving salesperson performance.

2. LITERATURE REVIEW

Skills Innovation

Innovation skills are knowledge and abilities that are used to create and adapt to change. Feng'an sales innovation ability can use existing knowledge to find original ideas that benefit and sales team. Being innovative requires salespeople to imagine situations from multiple perspectives and think critically about the best approach to a problem. Having strong innovation skills in the workplace means having the personal characteristics, interpersonal acumen and technical expertise to drive advancement on the job. Pervaiz K. Ahmed and Charles D. Shepherd (2010) state that the ability to innovate causes companies to produce R&D (Research and Development), production and marketing approaches and ultimately lead to the commercialization of these innovations.

Engaged Behavior

Employee Engagement was first proposed by the Gallup research group. In his research, he stated that Employee Engagement can predict increased employee performance, profitability, employee retention, customer satisfaction, and success for the organization (Bates, 2004; Baumruk, 2004; Richman, 2006). According to Paul L. Marciano, Ph.D. in his book *Carrots and Sticks Don't Work* (2010: 57) Employee Engagement is a high emotional and intellectual level relationship that employees have in their work, to the company, to their managers, and co-workers, which in turn influences them to give effort and work to work more than expected, which is driven by self-will "Employee Engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager and coworkers that, in turn, influences him/her to apply additional discretionary effort to his/her work."

Sales Performance

According to Robbins (1998), employee performance is a function of the interaction between abilities and motivation, namely work performance. Performance or employee performance is the level of work results of employees in achieving the job requirements given. Work performance or employee performance (performance) is influenced by 3 (three) factors, namely (Simamora, 1995: 95): individual factors, psychological factors, organizational factors. According to As'ad (1998), the things that are considered important in a job and the problem is the measure of success that is difficult to do. Salesperson performance is an evaluation of the salesperson's contribution to achieving organizational goals (Baldauf, Cravens, and Piercy, 2001). The definition of salesperson performance according to Baldauf et al., (2001), is an evaluation of the salesperson's contribution to achieving organizational goals. While Hidayah (2001), defines the performance of salespeople as an assessment of behavior at work.

Sales Target

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From the explanation of sales, sales are always associated with the term sales volume. Sales volume is one standard form of company performance. The success or failure of a company can be seen from the condition of the overall sales volume. Sales volume here is also a form of company performance in carrying out its business activities, the main goal of the company is to make a profit. One way is to increase the volume of sales generated by the company. Sales volume according to the opinion expressed by John Downes and Jordan Elliot Goodman quoted by Susanto Budidharmo (2000:646), namely: "Sales volume is the total sales obtained from commodities traded in a certain period".

Hypothesis

The effect of innovation skills on performance Medical Representative

In Psomas' research (2015) found that invasiveness has a significant effect on product quality and company operational performance. Meanwhile, Psomas Kafetzopoulos (2015) found that the ability to innovate directly affects product quality and operational performance. Although it does not directly affect the financial performance of manufacturing companies, the ability to innovate indirectly affects through operational performance. It is a process that involves both the generation and implementation of creative ideas (Robertson, 1967; Scott & Bruce, 1994). Researchers agree that the innovation process involves two qualitatively distinct stages: creativity (or idea generation) and implementation (George, 2007; Zaltman, Duncan, & Holbek, 1973). Therefore, this research will propose:

H1 : Inovation skill have a positive effect on the performance of medical Representatives

The effect of engaged behavior on performance Medical Representative

Engagement, for example, has been shown to positively influence work attitudes such as job satisfaction and organizational commitment (Saks, 2006); employee performance (Saks, 2006; Salanova et al., 2005); and other business unit performance measures such as customer satisfaction and loyalty, service climate, profitability, productivity, and turnover (Harter, Schmidt, & Hayes, 2002; Harter, Schmidt, Killham, & Asplund, 2006; Salanova et al., 2005;). However, despite continued progress regarding our understanding of engagement and its outcomes (Bakker & Schaufeli, 2008; Maslach & Leiter, 2008), as previously mentioned, the relationship between job involvement and salesperson performance has not been clearly defined. Therefore, this research will propose

H2 : Engaged behavior positive effect on the performance of the Medical Representative.

The influence of innovation skills on achieving sales targets Medical Representative

Through this technique salespeople can observe how consumers react to their sales strategy and make adjustments as necessary (Manske, et al., 2005). Salespeople in the same unit bring together different levels of knowledge, skills, and abilities to interpret customer-based intelligence and competitors (Venkatesh, Challagalla, & Kohli, 2001) Innovative actors (eg, individuals, teams, and organizations) must first recognize the need for new solutions and generate creative ideas. These ideas will then be critically processed so that promising new solutions can be implemented (Amabile et al., 1996). Therefore, this research will propose:

H3 : Inovation skill positive effect on the achievement of sales targets Medical Representative

The influence of engaged behavior on achieving medical representative sales targets

Previous research has also demonstrated the relationship between employee engagement and positive work outcomes, such as low conflict levels, high performance, and positive business outcomes (Hallberg & Schaufeli, 2006; Saks, 2006; Schaufeli and Bakker, 2004). However, despite continued progress regarding our understanding of engagement and its outcomes (Bakker & Schaufeli, 2008; Maslach & Leiter, 2008), as previously mentioned, the relationship between job involvement and salesperson performance has not been clearly defined. Likewise, the contextual and personal factors that facilitate or enable engagement in a selling context have not been fully defined. Therefore, this research will propose:

H4 : Engaged behavior positive effect on the achievement of sales targets Medical Representative.

Medical Representative performance towards achieving PT OPI's sales target

Sujan, et al. (1994) explained that the orientation of the salesperson's expertise in sales activities will cause the salesperson's performance to develop rapidly, in accordance with the expectations to be achieved. The performance of the sales force is indicated by the effectiveness of the sales activities carried out by the sales force. This statement was added by Baldauf, et al. (2001) which states that the more

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effective the intensity of salesperson activities will help salespeople to be able to complete each of their tasks and responsibilities in accordance with sales targets. Therefore, this research will propose:

H5 : Medical Representative performance has a positive effect on achieving PT OPI's sales targets.

Conceptual Framework

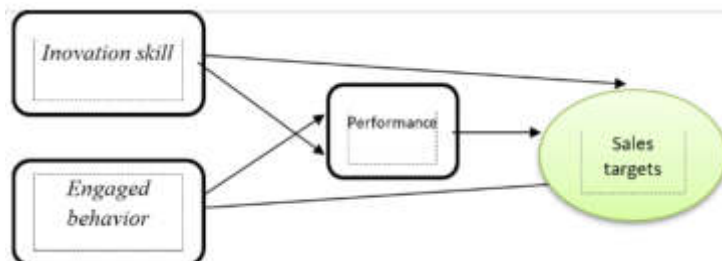


Figure 1. Research concept framework

3. METHOD

This research is an exploratory research designed using explorative descriptive method. Descriptive statistical methods are used to describe or describe a situation in society. Data collection was carried out using a questionnaire distributed with the Google form. This study uses three methods of data collection. Several data collection methods used in the research process are related to the influence of innovation skills and engaged behavior on the performance of medical representatives and their impact on achieving PT.OPI's sales targets during the pandemic, namely the questionnaire method distributed via the Google form.

The author conducted this research by taking the research object of the employees of the medical representative division of PT. OPI in the Bekasi, Cikarang, Karawang area. This research will be conducted in July 2021. The research population is employees of the medical representative division of PT. OPI. The sampling method in this study was purposive sampling. According to Boddy, (2016) the larger the sample from the size of the existing population, the better, however, there is a limited number of samples so that all respondents were taken by the researcher, namely 47 samples.

4. ANALYSIS AND DISCUSSION

Based on the results of the questionnaire, 25 respondents were female. The remaining 22 respondents were male. This means that the majority of medical representatives at PT OPI in the Bekasi, Cikarang, Karawang areas are women. The majority of the 47 respondents aged between 31-36 years were 19 respondents (40%), respondents aged between 26-30 years were 14 respondents (30%), respondents aged between 18-25 years were 9 respondents (19%), and respondents aged between 37-42 years as many as 5 respondents (11%). With work experience between 2-4 years as many as 22 respondents (47%), respondents have work experience < 1 year as many as 14 respondents (30%), respondents have work experience 5-7 years as many as 5 respondents (11%), respondents have work experience work > 10 years and 8-10 years each with 3 respondents (6%). And 26 respondents (56%) last S1 education, 10 respondents (21%) have high school education, 9 respondents (19%) have D3 education, and 2 respondents have last S2 education (4%).

AVE test (Average Variance Extracted)

To evaluate discriminant validity it can be seen by the AVE (Average Variance Extracted) method for each construct or latent variable. The model has better discriminant validity if the square root of the AVE (Average Variance Extracted) for each construct is greater than the correlation between the two constructs in the model.

Table 1. AVE (Average Variance Extracted)

Variable	AVE (Average Variance Extracted)
Engaged behavior	0.673
Inovation skill	0.538
Performance	0.547
Sales targets	0.712

Based on table 1. above shows that the AVE (Average Variance Extracted) value for all constructs has a value > 0.50. Therefore, there is no convergent validity problem in the tested model.

Discriminant Validity Test (Discriminant Validity)

Table 2 Fornell Larcker Criteria

Variable	Engaged behavior	Inovation skill	Performance	Sales targets
Engaged behavior	0.820			
Inovation skill	0.703	0.734		
Performance	0.778	0.877	0.739	
Sales targets	0.842	0.794	0.846	0.844

In the Fornell-Larcker 2 Criteria table it can be seen that the $\sqrt{\text{AVE}}$ value of the sales target correlation variable is 0.844. This value is greater than the correlation value of the Engaged behavior variable with Performance and other variables. Likewise with other variables, the value of $\sqrt{\text{AVE}}$ on the variable itself shows a higher number than the correlation between variables. Thus the discriminant validity requirement with $\sqrt{\text{AVE}}$ has been fulfilled.

R-Square

The R2 value is the value of the determinant coefficient where this value will describe the predictive power of the endogenous variables from the structural model. The R-Square value is the result of a linear regression test, namely the amount of endogenous variability that can be explained by exogenous variables.

Tabel 3. R-Square

Variabel	R Square	Strength
Performance	0.820	Very strong
Sales targets	0.926	Very strong

R2 values of 0.926 and 0.820 indicate the strength of the model is very strong; 0.33 indicates moderate strength and 0.19 indicates weak strength less than 0.19 is considered no structural model strength (Chin, 1998).

Hypothesis testing and discussion

The hypothesis in this study can be seen from the calculation of the model using the PLS bootstrap technique. From the results of the bootstrap calculation, a statistical T value will be obtained for each relationship or path. This hypothesis testing is set to a significance level of 0.05 and one-tailed. The hypothesis can be accepted if the statistical T value is greater than 1.64 (Jogiyanto, 2011). The results of hypothesis testing calculations in this study will be explained in the table. 4. as follows:

Table 4. Hypothesis Testing Results

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Employee engagement -> Performance	0.318	0.303	0.119	2.671	0.008	Ha1 accepted
Employee engagement -> Sales Targets	0.710	0.684	0.137	5.174	0.000	Ha2 accepted
Inovation_skill -> Performance	0.653	0.674	0.105	6.213	0.000	Ha3 accepted
Inovation_skill -> Sales Targets	0.158	0.193	0.136	1.167	0.244	Ha4 rejected
Performance -> Sales Targets	0.155	0.145	0.125	1.237	0.217	Ha5 rejected

Figures in bold in table 4 column T-statistic hypothesis accepted (> 1.64). Based on the table, the results for each hypothesis test can be described as follows:

Hypothesis 1 states that Innovation skill has a positive effect on Medical Representative performance. The results of PLS calculations show that Innovation skill has a positive effect on the performance of Medical Representatives. The T statistic of the terminal value is $6.213 > 1.64$. Thus, hypothesis 1 is declared proven. This is supported by the results of research by Psomas (2015) which found that invasiveness has a significant effect on product quality and company operational performance. Meanwhile, Psomas Kafetzopoulos (2015) found that the ability to innovate directly affects product quality and operational performance. Although it does not directly affect the financial performance of manufacturing companies, the ability to innovate indirectly affects through operational performance.

Hypothesis 2 states that Engaged behavior has a positive effect on Medical Representative performance. The PLS calculation results show that Engaged behavior does have a positive effect on Medical Representative performance. Instrumental value T statistic is $2.671 > 1.64$. Thus, hypothesis 2 is declared proven. This is supported by research results (although often using different conceptualizations and engagement measures) that have identified a reliable relationship between job engagement and relevant organizational and employee outcomes. Engagement, for example, has been shown to positively influence work attitudes such as job satisfaction and organizational commitment (Saks, 2006); employee performance (Saks, 2006; Salanova et al., 2005); and other business unit performance measures such as customer satisfaction and loyalty, service climate, profitability, productivity, and turnover (Harter, Schmidt, & Hayes, 2002; Harter, Schmidt, Killham, & Asplund, 2006; Salanova et al., 2005).

Hypothesis 3 states that Innovation skills have a positive effect on achieving Medical Representative sales targets. The PLS calculation results show that Innovation skills do not have a positive effect on achieving Medical Representative sales targets. The T statistical value of behavioral intention is $1.167 < 1.64$. Thus, hypothesis 3 is declared not proven. This is contrary to the results of research by Bensi (2004) who argues that successful salespeople are those who can adapt their communication style appropriately in interactions with consumers. Through this technique, salespeople can observe how consumers react to their sales strategy and make adjustments as necessary (Manske, et al., 2005).

Hypothesis 4 states that Engaged behavior has a positive effect on achieving Medical Representative sales targets. The T statistical value of perceived risk is $5.174 > 1.64$. Thus, hypothesis 4 is declared proven. This is supported by the results of previous research that has also shown the relationship between employee engagement and positive work outcomes, such as low levels of conflict, high performance, and positive business results (Hallberg & Schaufeli, 2006; Saks, 2006; Schaufeli and Bakker, 2004). However, despite continued progress regarding our understanding of engagement and its outcomes (Bakker & Schaufeli, 2008; Maslach & Leiter, 2008), as previously mentioned, the relationship between job involvement and salesperson performance has not been clearly defined.

Hypothesis 5 states that Medical Representative Performance has a positive effect on achieving PT OPI's sales targets. The results of the PLS calculation show that the performance of the Medical Representative does have an influence on behavioral intentions. Statistical T value is $1.237 < 1.64$. Thus, hypothesis 5 is declared not proven. This contradicts the results of the study by Badger, et al. (2000) explained that expertise can facilitate and form an understanding and implementation of the strategic relationship between a company and its customers. Therefore, confirming that salespeople who have salesperson expertise in quality sales activities will be able to make a positive contribution to the condition of the company to survive and generate profits for the company.

5. CONCLUSION

Based on the results of the analysis and discussion, it was found that the effect of Innovation skill showed a positive and significant relationship with Medical Representative performance, Engaged behavior showed a positive and significant relationship with Medical Representative performance, there was no relationship between Innovation skill and achievement of Medical Representative sales targets, Engaged behavior relationship shows a positive and significant relationship with the achievement of Medical Representative sales targets, there is no relationship between Medical Representative Performance and the achievement of Medical Representative sales targets.

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