THE INFLUENCE OF MOTIVATION, MARKET ORIENTATION AND ORGANIZATIONAL LEARNING TOWARDS DEALERS PERFORMANCE (A CASE STUDY OF YAMAHA MOTORCYCLE ENTREPRENEURS)

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Abstract - This study is about the influence of Motivation, Market Orientation and Organizational Learning towards Dealers Performance (A Case Study of Yamaha Motorcycle Entrepreneurs). Sales of Yamaha motorcycles in Indonesia not only to open a branch office sales, Yamaha also develop cooperation with entrepreneurs who want to become a dealer. With the support of dealers expected them to have a high entrepreneurial spirit, so as to help the sales of motorcycles, spare parts and motorcycle maintenance. The researcher analyzes 97 dealers of Yamaha that scattered various province in Indonesia (by Slovin formula). To analyze the data, the researcher used SPSS Ver. 20.0 and Microsoft Excel 2011. The first stage, researcher prestest against 30 respondents with 37 questions and there is one question is not valid. The next step is to test the classical assumption. The data meet the requirements of normality, the next step is to perform multiple regression. When tested, it proved that the simultaneously motivation, market orientation and organizational learning have a significance influence towards company performance. The Partial results of the test, only market orientation that has an influence on company performance. While motivation does not have an influence on company performance . as well as organizational learning, had no influence on company performance.

Keywords: motivation, market orientation, organizational learning, dealer, company performance

I. INTRODUCTION

For developing countries that are in the Asia Pacific region, transportation is widely used motorcycles. Based on sales data of motorcycles in the world, according Shinduwinata, Chairman of the Indonesian Motorcycle Industry Association (AISI) for the ASEAN region, Indonesia ranks number one, while for the world we are third after China and India. Based on sales data in 2011 in Malaysia 495 thousand units, Philippines 719 thousand units, Japan 400 thousand units, Vietnam reached 3.7 million units, Indonesia 8 million units, 13 million units of India and China reached 26 million more (Maulana, 2013) .

The motorcycle market share in Indonesia is currently dominated by Honda, followed by Yamaha, and the next is Suzuki. The others motorcycle brands contributed very less. Figure 1 is the last 4 years of sales data which showed that from the year 2011 to the year 2012 sales of Yamaha decreased quite significantly by 22.63%. From 2012 to 2013 there were slight increase in sales are up 2.4%, but in the year 2013 to 2014 also decreased by 4.87% (AISI,2014) Sales of Yamaha motorcycles in Indonesia not only to open a branch office sales, Yamaha also develop cooperation with entrepreneurs who want to become a dealer. With the support of dealers expected them to have a high entrepreneurial spirit, so as to help the sales of motorcycles, spare parts and motorcycle maintenance. Based on the above problems, the researcher will study about the contribution of Yamaha dealers to motorcycle sales. Issues to be raised in this research is how to influence motivation, market orientation and organizational learning towards the performance of the dealer .

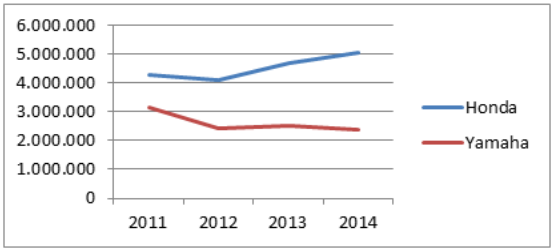


Figure 1. Motorcycle Sales 2011 – 2014 in Indonesia
(Souce : AISI, 2014)

II. THEORY

2.1. Entrepreneurship

Entrepreneurship is a process of creation of something with added value supported by the commitment to the team and the business, estimates possibility of financial, physical, and social risks and receive the results in the form of financial, satisfaction and personal freedom. (Pertiwi, 2013). This needs to be measured for Entrepreneurship can also directly influence business performance. In the sense entrepreneurship is not only for purely trade event , but in the there are many entrepreneurial traits and characters that arise and canstudied . Characters that exist among others :

1. Independent and honest
2. Have business professionalism
3. Discipline, initiative , creative
4. Oriented achievements and future
5. Resilient, optimistic and responsible

2.2. Motivation

Robbins and Judge (2007) defines motivation as a process that explains the intensity, direction and persistence of effort to achieve a goal.

The type of motivation according to Davis and New Strom (2004) is achievement, affiliation, competence, and power.

1. **Achievement motivation**, is a boost in self someone to overcome all the challenges and obstacles in achieving goals. Entrepreneur-oriented and work hard if they perceive that they will acquire personal pride for their efforts, if there is little risk of failure, and if they receive specific feedback on the performance of previous.
2. **Affiliation motivation**, is the impetus for dealing with people on a social basis. People who affiliates motivated to work better when they are praised for attitude and cooperation they were fun.
3. **Competence motivation**, is the impetus for achieve excellence of work, improve skills in solve problems, and strive to be innovative. Generally, they tend to do a good job for satisfaction their inner feeling of doing the job and awards obtained from others.
4. **Power motivation**, is the impetus for influence people and change the situation. People who motivated powers want to have an impact and are willing to endure risk to do so.

Based on the motivation theory Mc Clelland, one of the human motivation is achievement motivation, entrepreneurs belonging be expected to have a Yamaha dealer achievement motivation is trying to reach the target , working hard to get better results and a desire to work better than before (Zimmerer , 2008) . In addition to having the motivation of an entrepreneur also like responsibility, take calculated risks to be successful and have the assurance (Zimmerer , 2008) . With higher motivation the entrepreneur will be success in the business.

2.3. Market Orientation

Market orientation is a company orientation have principles in an effort to satisfy the needs and desires consumers (Kohli & Jaworski , 1993). Companies that have a market orientation, have basic repairs faster, and will be reflected in the success of the new company 's flagship product, profitability , market orientation.

Market orientation is the application of the marketing concept in the company . Therefore, the company is a market - oriented company that consistently marketing concept (Kohli & Jahworski , 1990). The company has a market orientation that provide added value to the consumer and create ongoing relationships with consumers. So it can be beneficial for companies and consumers.

Market orientation consists of three components of behavior, they are:

1. Customer orientation
2. Orientation competitors
3. Coordination of cross-functional

Customer and competitor orientation includes all activities related to the buyers and competitors in the target market and the dissemination of information to the whole business. While the cross-functional coordination is a business that involves coordination marfketing department in creating customer value for the customer (Narver & Slater, 1990).

To achieve consistent performance and the performance of a normal market, the company must create a competitive advantage by creating superior value continuously to consumers (Porter, 2008). Fauzi study (2004) showed that the higher market orientation in a business, will be achieved the business prtformance.

2.4. Organizational learning

According Marsick and Watkins (2003), a learning organization is “one that learns continuously and transforms itself,... learning is acontinuous, strategically used process – integrated with, and running parallel to work”.

Previous studies in organizational learning culture found a positive relationship to the financial performance and knowledge performance at the or ganizational level (Lee, 2006).

The indicators to measure organizational learning (Baker & Sinkula , 1999) are :

1. Commitment to learning , namely the willingness and ability to eliminate bebragai learning constraints.
2. Open-minded, is to provide an opportunity to experience and way different from the previous work .
3. The shared vision is the vision agreed by consensus of members of the organization

The organizational learning is able to influence the performance of SMEs manufacturing firms in Johor Bahru. The Systematic Learning Organization Model (SLOM) is able to influence overall performance of SMEs manufacturing firms and performance of SMEs manufacturing firms relative to their major competitors (Hassan, 2014).

2.5. Company Peformance

Company / busin ess performance is something that is achieved or achievement shown by the company in its business activities (Barrett, 2000).

Dimensions of performance include:

1. Customer retension
2. Sales Growth
3. Return on investment
4. The success of new products
5. Overall performance

The fifth indicator is used as a scale in business performance (Farrell & Sturm, 2000).

III. RESULTS AND DISCUSSION

In this research there were four hypothesis, three partial influence, they are : is there an influence of motivation towards company performance? is there an influence of market orientation towards company performance ? is there an influence of organizational

learning towards company performance ? And one simultanneously influence: is there an influence of motivation, market orientation and organizational learning towards company performance

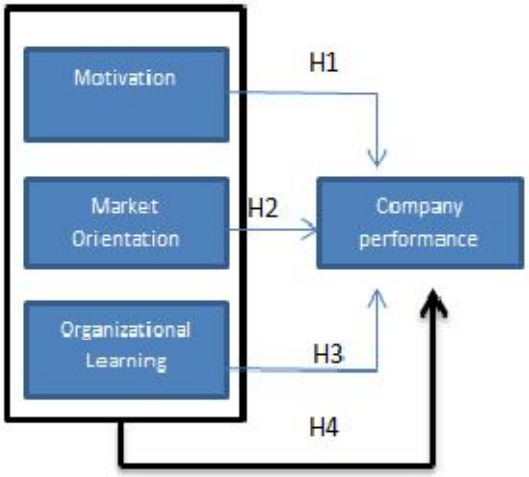


Figure 2: Research framework (Source: researcher)

3.1. Data of Respondents

Figure 3 shows that the dominant of respondent is male (83.52%), they are majority is >37- 47 years old (44.32%).

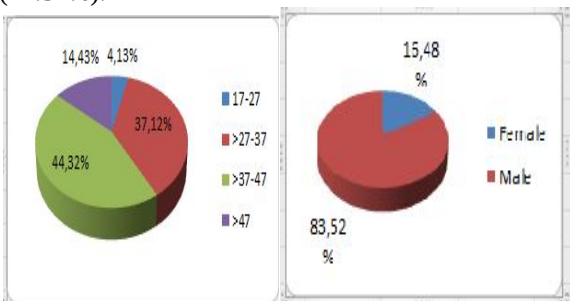


Figure 3 : Gender & age of respondents (Source : questionnaire, prossesed by SPSS)

Figure 4 shows that the dominant of last educational background from the entrepreneurs is bachelor (43.30%), this number is not much different from the high school education that is 42.25%. The company estabilished shown that the majority is >6-9 years (36.08%) and > 9 years (34.02%).

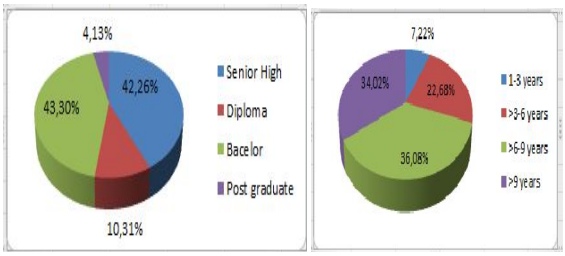


Figure 4 : Education & Company estabilished (Source : questionnaire, prossesed by SPSS)

Figure 5 shows that the location of company majority in province of West Java (15.46%), East Java (15.46%) and central Java (13.40%).

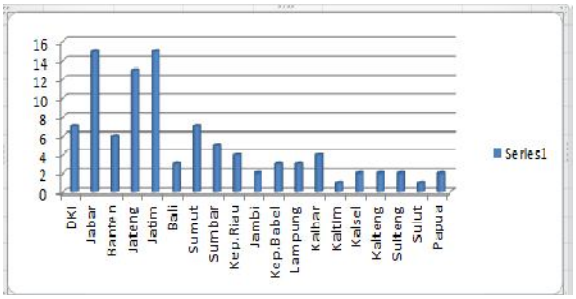


Figure 5 : Company Location (Source : questionnaire, prossesed by SPSS)

Figure 6 shows that the majority of respondents employ > 6 – 10 employees (36.08%) and a yearly sales is >250.000 US $ – 500.000 US $(24.75%).

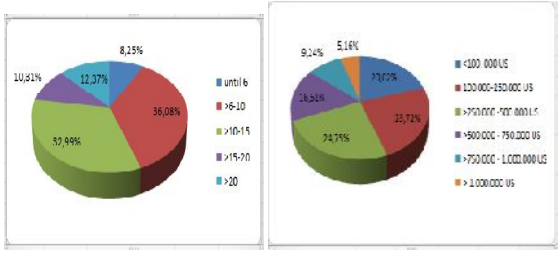


Figure 6 : number of employees & sales (Source : questionnaire, prossesed by SPSS)

3.2. Validity and Reability Test

From Table 1, it shows that from 37 questions consists of motivation, market orientation, organizational learning and company performance, there are consist of 1 questions that have to be removed from further studies of this research and the actual questions contain only 36 questions because the corrected item total correlation is lower than r value (< 0.361).

Table 1 : Validity Result

Variable	No.of Question	No. Of Valid Question
Motivation	12	11
Market Orientation	11	11
Organizational Learning	9	9
Company Performance	5	5

(Source : questionnaire, prossesed by SPSS)

From Table 2, it shows that all variables have more than 0.6 alpha values; which means that the data is reliable (Maholtra, 2012).

Table 2 : Reliability Result

Variable	Cronbach's Alpha	Result
Motivation	0.924	Very Reliable
Market Orientation	0.951	Very Reliable
Organizational Learning	0.915	Very reliable
Company Performance	0.933	Very reliable

(Source : questionnaire, prossesed by SPSS)

3.3. Classic assumption

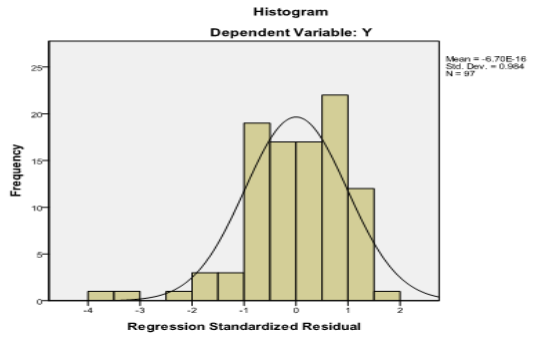


Figure 7 : Kosmogorov Smirnov Test (Source : questionnaire, prossesed by SPSS)

From Figure 7, it shows that almost all the bar is inside the curve and it means that the distribution is normal. This histogram has bell shape and it means the data is normally distributed and ready to be used.

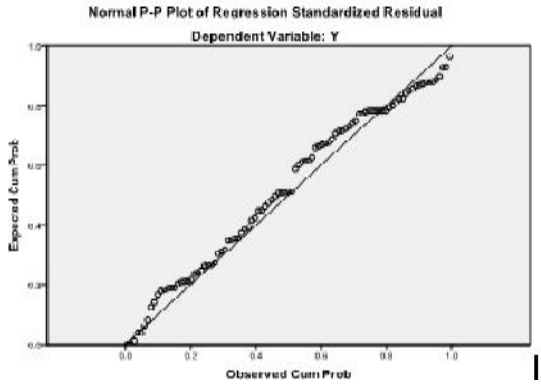


Figure 8 : P-P Plot (Source : questionnaire, prossesed by SPSS)

From 8, it shows that the dots data spread around the diagonal line and follow the direction of the diagonal line, it means that most of data is normally distributed.

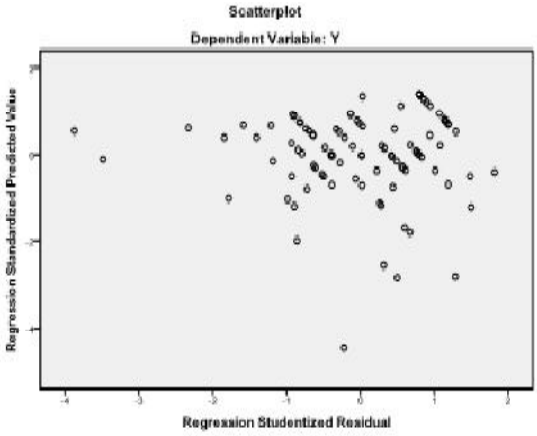


Figure 9: Scatterplot (Source : questionnaire, prossesed by SPSS)

From Figure 9, it shows that the dots are spread below and above the point of origin on the Y-axis and does not have a regular pattern; it means that there is no heterscedasticity case.

Tabel 3 : Coefficient Correlation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.501[a]	.251	.227	2.55908

(Source : questionnaire, prossesed by SPSS)

From Table3, it shows that the Coefficient Correlation (R) is equal 22.7% of the variation that occurs in the Company Performance is explained by all of the independent variables (Motivation, Market Orientation and Organizational Learning) while the rest 77.3% are explained by factors other than the research variables.

Tabel 4. : Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	203.945	3	67.982	10.381	.000[a]
	Residual	609.045	93	6.549		
	Total	812.990	96			

(Source : questionnaire, prossesed by SPSS)

From table 4, it shows the F value is 10.381 which is greater than F table (df=94, α=0.05) is 2.33 and Significance value is 0.000_a, which is less than 0.05, it indicates that the Company Performance significance by Motivation, Market Orientation and Organizational Learning.

3.4. t Test

t test basically shows whether each or individual of independent variables have an influence on the dependent variable. In this research, researcher will use SPSS Ver. 20.0 to analyze t test in order to determine whether Company Performance is influence by Motivation, Market Orientation and Organizational Learning and each of independent variable will be tested individually.

Table 5 : Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.376	2.923		2.181	.032
	X1	.092	.078	.148	1.174	.243
	X2	.157	.064	.326	2.469	.015
	X3	.064	.109	.087	.590	.557

(Source : questionnaire, prossesed by SPSS)

From table 5, it shows that:

1. According to the table 5, it can be seen that Motivation (X_1) has the t result which is 1.174, and the significant t = 0.243, which is a greater than the α=0.05. From the table above, it can be seen that the

motivation variable has positive effect but not significant towards company performance in Yamaha motorcycle business.

2. Market orientation (X_2) has the t result which ia 2.469, and the significant t = 0.015, which is a lower than the α=0.05. From the table above, it can be seen that the Market Orientation variable has
positive effect and significant into company performance in Yamaha motorcycle business.

3. Organizational learning has the t result is 0.590 and the significant t = 0.557, which is a greater than the α=0.05. From the table 5 above, it can be seen that the Organiztional Learning has positive effect but not significant towards company performance in Yamaha motorcycle business.

M3.5. Multiple Linear Regression

Multiple linear regression analysis is use to determine whether there is an influence of independent variables towards dependent variable. In this research, the researcher will use SPSS Ver. 20.0 to analyze the multiple linear regressions.

From the table 5, if written in the standardized coefficients form of the equation, the regression is as follows:

$$Y= \beta o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

$$Y=0.92X_1+1.57X_2+0.64X_3+ \varepsilon$$

Where:

Y	= Company Performance (Dependent Variable)
Bo	= Y intercept
β_1. β_3	= Regression Coefficient
X1	= Motivation (Independent Variable)
X2	= Market Orientation (Independent Variable)
X3	= Organizational Learning (Independent Variable)
ε	= Random error

IV. CONCLUSION AND RECOMMENDATION

4.1. Conclusion

Partially, the variables that have a significant influence on company performance is a market orientation. Simultaneously, motivational variables, market orientation and organizational learning has a significant influence on company performance.

While partial, variable market orientation has no influence on company performance. Similarly also organizational learning, had no influencet on company performance.

4.2. Recommendation

Motivation does not have influence on the company performance because the system of Yamaha's relationship with the dealer is a partnership that has had an operational system so that the dealer just follow the provisions of the Yamaha without trying to innovate. Yamaha need to encourage creativity in doing business in each of the dealers to provide flexibility and give the reward for the creativity in sales of dealer.

Organizational learning dose not have influence on the company performance because the relations system implemented by the dealer still family-oriented, as most owners directly involved in managing the dealer, so that the value of professionalism is sometimes overlooked because there are employees who are close relative. Dealers need to arrange work rules that apply to all employees and conduct business in a professional manner. Yamaha can provide training related to professionalism in managing the dealers.

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