

Marketing Section Performance Improvement Companies Post Covid-19 in Indonesia

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Abstract

This paper was conducted to find solutions to problems regarding incentives and compensation for the performance of the company's marketing department, because in general the human resources in the company, especially the marketing department, must-have skills because in finding consumers, skills are needed so that consumers are interested in the goods offered. Based on the results of the study, it is known that there is no significant effect between compensation on morale, this can be seen from the results of the path coefficient value of 0.200 and the p-value of $0.276 > 0.50$. Therefore, it can be stated that this hypothesis testing is rejected. Based on the results of the study, it is known that there is a significant influence between incentives on work morale, this can be seen from the results of the path coefficient value of 0.261 and the p-value of $0.013 < 0.50$. Therefore, it can be stated that this hypothesis testing is accepted. Based on the results of the study, it is known that there is a significant influence between incentives on performance, this can be seen from the results of the path coefficient value of 0.244 and the p-value of $0.000 < 0.50$. Therefore, it can be stated that this hypothesis testing is accepted. Based on the results of the study, it is known that there is a significant influence between compensation on performance, this can be seen from the results of the path coefficient value of 0.197 and the p-value of $0.045 < 0.50$. Therefore, it can be stated that this hypothesis testing is accepted. Based on the results of the study, it is known that there is a significant influence between work morale on performance, this can be seen from the results of the path coefficient value of 0.129 and the p-value of $0.020 < 0.50$. Therefore, it can be stated that this hypothesis testing is accepted.

Keywords

incentives; compensation;
 morale; performance



I. Introduction

The performance of human resources in the marketing department of any company is the main focus of the company's success in doing business, especially as the uncertain economic situation due to covid-19 has caused many companies to lay off employees for reasons that are not understandable and companies expect competent human resources. ready for combat. Under these circumstances, the threat to human resources in the marketing department in dealing with the current pandemic is that employees must remain adaptive and seek to explore potential or skills to increase marketing productivity in the company, not only that according to (Handoyo, 2020) since June 2020 has there is a digital transition and an increasing trend in social media and other applications. Coupled with the policy of implementing work from home, inevitably human resources, especially in the marketing department, must understand the technology which requires them to communicate actively via the internet.

The world of marketing and marketing is starting by switching to digital marketing, which is one effective way to promote products during this pandemic while making it easier for human resources to sell their products. Without us realizing it, the role of technology can be a weapon for marketing employees in marketing or promoting their products to consumers they want to target without having to leave the house. For MSMEs to survive amid competition, it is necessary to have marketing digitalization training for employees, indeed, marketing digitalization is not only for small companies but MSMEs are also affected by technology (Islami & Wahyuni, 2020).

The existence of Human Resources in a company engaged in sales, PT. Master Cash and Credit really must be able to understand the changes that are happening in the present, the system and conditions that used to exist are no longer feasible to be maintained, there must be a change in the system. The system and conditions in question include how PT. Master Cash and Credit manages Human Resources at this time during the covid-19 pandemic. So many companies have to fight to defend the fate of their employees because the company has not increased their sales, especially in difficult times like this. The company's average income and cash flow were insufficient, resulting in temporary layoffs for employees and even being fired during the peak of covid-19 in early 2020 (Turnea et al., 2020).

For companies that depend on their fate from the sale of their products or services, they must be able to implement effective strategies so that employees, especially the marketing department, can always work harder. Not only in the form of a fixed salary they receive but there is something else that can encourage them to work hard in achieving the target, all companies always depend on marketing in the marketing division. Employees will be more enthusiastic to work if the company pays attention to needs that are beyond what they get. Employees are not satisfied with the incentives provided by the company (Oni et al., 2017). Incentives are not so important for employees, but there are more job demands from the company, so it is very natural for employees to demand incentives that are by their needs.

One other way that companies can do to improve their marketing performance is to pay attention to the compensation aspect that employees will receive. After employees work until they reach outside working hours or deadlines, of course, compensation is the biggest hope they get from the results of their hard work. Companies in providing compensation have their ways and rules so that the process can increase employee morale. In retail companies need to develop a compensation package in maintaining employee job satisfaction, which means that company compensation must be managed properly and given with the right procedure as well (Prasetio & Agathanisa, 2019). Conversely, if the performance of employees in the marketing department is bad, it will affect the company, one of which can affect the development of the company. Problems that often occur in marketing performance are the amount of competition between companies, weak in terms of price bargaining and there are still employees who lack knowledge or information about the market.

PT. Master Cash and Credit must be able to maintain human resources in the marketing department by paying attention to both important aspects of incentives and compensation, with the provision of incentives and compensation, of course, employees will feel valued and can make employee performance and morale better. If employees experience decreased morale, it will result in, among others, decreased employee performance which can affect the development of the company. This paper was conducted to find solutions to problems regarding incentives and compensation for the performance of the company's marketing department, because in general the human resources in the company, especially the marketing department, must-have skills because in finding consumers, skills are needed so that consumers are interested in the goods offered.

II. Review of Literatures

2.1 Incentive

In the company, the provision of incentives is needed by employees because with this it can be additional income beyond their salary to meet their needs. With incentives, employees will be motivated to work harder which can improve performance and enthusiasm at work. incentives consisting of commissions, bonuses, and the distribution of profits or profits obtained greatly affect employee performance (Nurani, 2015). Incentives are given by the company also do not look at the position and length of work but are given with the results of the work they have done (Pendleton & Robinson, 2017). The provision of appropriate and fair incentives and supported by a comfortable work environment can foster a sense of employee morale so that they can achieve company or organizational goals (Idowu et al., 2019). From the explanation above, it can be concluded that Incentives are additional wages received by employees for the work they do by looking at their achievements in the company. The provision of incentives is also more directed to motivate employees to increase the work productivity of each employee.

This approach takes place, from the study of mass opinion to health and politics to social movements. Social media is a digital channel that is a place where you can comment, participate and share content. This product is produced as a form of technological development that makes it easier for people to communicate and interact with each other easily. To create good digital content so that it can be used as a reliable source of information and interesting to read by the audience, usually the content requires (Shah, Capella and Neumann, 2015), among others:

2.2 Compensation

Employee satisfaction in the company or organization needs to be considered by the leadership, one way is to provide compensation. Compensation is a reward in the form of money or not money given to employees for services that have been carried out to achieve company targets (Pangastuti & Dkk, 2020). Compensation consists of two parts, namely financial compensation and non-financial compensation. Financial compensation is the provision of compensation provided by the company to employees in the form of money while non-financial compensation is the provision of compensation not in the form of money, but in the form of health insurance, official housing, vehicles, social security, and others that can improve the welfare of employees (Prasetio et al., 2019). Proper planning of compensation in the form of financial and non-financial later is expected to develop the role of each employee (Yesserie, 2015). It can be concluded that compensation is a reward that can be in the form of money or goods either directly or indirectly received by employees for services or results of their work in a company (Putra & Dewi, 2019). The compensation itself is given to employees as a reward for wanting to work hard for the progress of the company.

2.3 Work Morale

Morale can be interpreted as behavior or attitude of joy that is in a person to work diligently and diligently in achieving predetermined goals (Jamaluddin et al., 2019). The same thing was also stated by (Kusuma, Y.W., & Mashariono, 2016) that morale is a work atmosphere that exists in a company or organization that creates a sense of pleasure in carrying out their work so that they work better and more productively. Improve the performance of each employee, high morale is needed because in every process of activity in the company to get the benefit of high morale is needed by the company or organization (Pribadi et al., 2020). Thus, with the employee's morale, it can also reduce such as high

absenteeism, the damage will be resolved quickly and is also expected to increase company productivity. Therefore, with the spirit of work, we will get extraordinary benefits and results. So, from the explanation above, I think that work spirit is an attitude that arises from within a person to do a job with a happy atmosphere so that he can work more actively and with discipline. That way, the work carried out will be completed on time, and employees will have a sense of responsibility for the tasks assigned to them.

2.3 Performance

If the company wants to achieve the plans or targets that have been set, of course, the company must improve the performance of its employees. Performance is the result of work either in quality or quantity that has been achieved by an employee in completing his work by his responsibilities (Nurani, 2015). Good employee performance can affect the increase in effectiveness, efficiency, and high quality of work in completing tasks or work assigned by the company (Diamantidis & Chatzoglou, 2019). The problems that are always experienced by management is regarding employee performance (Vosloban, 2012). Therefore, the management must know what factors affect employee performance. the factors that affect employee performance are the abilities possessed by employees, encouragement or motivation, support or support received by employees and employee relations with the company, and the sincerity of the work they do. So, from the explanation above, in my opinion, performance is the ability that exists within a person in carrying out his work by the responsibilities that have been assigned to him which can be assessed from the results of his work. Having employees with good performance, of course, will affect a company that is growing very rapidly.

III. Research Methods

This study uses a quantitative approach where the data collection technique uses a questionnaire, which is used as a sample in this study are employees who work at pt. Master cash and credit rantauprapat, totaling 40 people. Before distributing the questionnaire, it was first tested so that the contents of the statement became credible and the questionnaire was distributed through the google form application which was sent via whatsapp or the cellphone number of every employee working at the company. The indicator variable (X1) is 6 indicators, namely: 1).performance 2). Length of service 3). Seniority 4). Needs 5). Fairness and feasibility 6). Job evaluation, variable (X2) totals 3 indicators, namely: 1). Wages and salaries 2). Incentives 3). Allowances, variable (Y1) amounts to 5 indicators, namely: 1). Low work productivity 2). High absenteeism 3). High level of employee turnover 4). Increased level of damage 5). Demands that often occur, and the moderating variable (Y2) is 5 indicators, namely: 1). Quality 2). Quantity 3). Timeliness 4). Effectiveness 5).independence. While the data analysis technique used in solving the hypothesis in this study uses path analysis assisted by SPSS and amos software.

IV. Discussion

4.1 Instrument Testing

Before testing the hypothesis, each instrument that will be used as a questionnaire which is a statement of the indicators of the variables studied needs to be checked for validity and reliability. The results of this test will then provide information about the indicators of each variable that can represent it. In the validity test, if the value of count > table is 0.300, it is declared valid. Meanwhile, in the reliability test, if the value of count > table of 0.60, it is declared reliable. Based on the results of the SPSS (Statistical Product and Service Solutions)

output data above, it is known that all indicators of each variable meet the validity test requirements that are valid, and meet the reliable reliability test requirements.

Table 1. Validity and Reliability Test Results

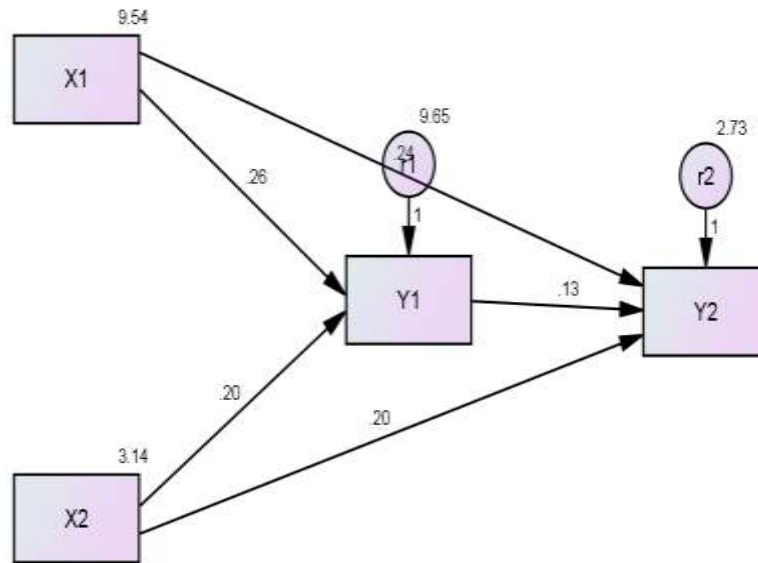
Variable	Test Validity	Test Reliability	Result	
Incentive (X ₁)				
Performance	0,487	0,653	Valid	Reliable
Length of working	0,737		Valid	
seniority	0,645		Valid	
Needs	0,752		Valid	
Fairness and Worthiness	0,402		Valid	
Job Evaluation	0,627		Valid	
Compensation (X ₂)				
Wages and Salaries	0,852	0,657	Valid	Reliable
Incentive	0,645		Valid	
Allowance	0,799		Valid	
Work Morale (Y ₁)				
Low Work Productivity	0,745	0,642	Valid	Reliable
High Attendance Rate	0,663		Valid	
High Employee Transfer Rate	0,635		Valid	
Increased Damage Rate	0,752			
Frequent Demands	0,588			
Performance (Y ₂)				
Quality	0,526	0,434	Valid	Reliable
Quantity	0,428		Valid	
Punctuality	0,551		Valid	
Effectiveness	0,710		Valid	
Independence	0,567			

Source: Data processed 2021

Based on the results of the SPSS (Statistical Product and Service Solutions) output data above, it is known that all indicators of each variable meet the validity test requirements that are valid, and meet the reliable reliability test requirements.

4.2 Hypothesis Test

To find out the path analysis model in this study, as follows:



Source: Amos Output, 2021
Figure 1. Path Analysis Model

Based on the path analysis model, a good model is obtained, this can be seen from the table below:

Table 2. Regression Weights

			Estimate	S.E.	C.R.	P	Result
Work Spirit	<---	Compensation	.200	.184	1.089	.276	Sig
Work Spirit	<---	Incentive	.261	.105	2.475	.013	Sig
Performance	<---	Incentive	.244	.058	4.208	***	Sig
Performance	<---	Compensation	.197	.098	2.006	.045	Sig
Performance	<---	Work Spirit	.129	.056	2.318	.020	Sig

Source: Amos Output, 2021

Based on Table 2 above, the results of testing between variables can be obtained as follows:

1. Based on the results of the study, it is known that there is no significant effect between compensation on morale, this can be seen from the results of the path coefficient value of 0.200 and the p-value of 0.276 > 0.50. Therefore, it can be stated that this hypothesis testing is rejected. It can be explained that in this covid-19 situation, all companies and their leaders face a large dialect so that problems within the company in dealing with covid-19 disrupt the work system in the company, including in providing compensation and eliminating compensation experienced by the company. The abolition of compensation is temporary to cover the company's operational costs during COVID-19. The results of this study are different from other studies proving that compensation has a good effect on work morale (Saharuddin & Sulaiman, 2016). There are several important reasons for morale for the company, one of which is with high morale, employees will be able to complete the work given by the company relevantly and quickly. The more financial compensation (salaries, allowances, and bonuses) given, the higher the employee morale (Idris & Amalia, 2020).

2. Based on the results of the study, it is known that there is a significant influence between incentives on work morale, this can be seen from the results of the path coefficient value of 0.261 and the p-value of $0.013 < 0.50$. Therefore, it can be stated that this hypothesis testing is accepted. The success of testing this hypothesis indicates that even though the company has to struggle with the COVID-19 pandemic situation, it can still provide incentives to employees as a form of contribution to the results of their hard work while working. The results of this study are consistent with showing that incentives have a major influence in increasing work morale (Pangastuti & Dkk, 2020). Incentives are the great hope of every employee in the company in maintaining morale. Providing fair and proper incentives will be able to increase employee morale and can improve internal conditions in the company for the better.
3. Based on the results of the study, it is known that there is a significant influence between incentives on performance, this can be seen from the results of the path coefficient value of 0.244 and the p-value of $0.000 < 0.50$. Therefore, it can be stated that this hypothesis testing is accepted. Incentives not only affect work morale but during this Covid-19 period, employees have good performance (Nurani, 2015). The company's strategy in dealing with human resource problems starts from maintaining morale with available incentives and compensation according to the company's ability to increase employee performance. Incentives as a means to improve performance can meet the needs of employees
4. Based on the results of the study, it is known that there is a significant influence between compensation on performance, this can be seen from the results of the path coefficient value of 0.197 and the p-value of $0.045 < 0.50$. Therefore, it can be stated that this hypothesis testing is accepted. The better the performance of employees in the company, the greater the compensation received based on the workload they bear, sometimes the compensation is not balanced with the workload so that it is transferred to non-financial compensation (Hinderlich, 2013). Employees expect the company to be able to manage human resources, which is an effort that the company needs to make to create optimal performance. Conversely, low compensation will make employees not calm and grumpy at work.
5. Based on the results of the study, it is known that there is a significant influence between work morale on performance, this can be seen from the results of the path coefficient value of 0.129 and the p-value of $0.020 < 0.50$. Therefore, it can be stated that this hypothesis testing is accepted. All activities carried out by employees with full enthusiasm will affect the performance itself, the role of employees in working is so important that it will affect the achievement of organizational goals (Prasetio et al., 2019). The company in controlling employee performance starts by measuring employee morale because then it will know whether the work is carried out with full obligations. So, naturally, employees are required to do their work according to the skills possessed by each employee. Employees can work efficiently if employees are able and have the enthusiasm to work so that they get maximum work results.

V. Conclusion

From the results above, this research has succeeded in proving that all the variables studied have a positive and significant effect and are also supported by relevant previous studies so that the results of this study can solve the hypothesis. For companies that depend on their fate from the sale of their products or services, they must be able to implement effective strategies so that employees, especially the marketing department, can always work

harder. Not only in the form of a fixed salary they receive but there is something else that can encourage them to work hard in achieving the target, all companies always depend on marketing in the marketing division. The hope for the company PT. Master Cash and Credit to further improve the performance of its employees and be able to promote its products more as an effort to develop the company and introduce its products to outsiders and get the profit the company wants. Company leaders to be able to provide incentives by the workload given to increase employee morale. PT. Master Cash and Credit should further increase compensation by looking at the work of each employee.

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