Performance Improvement Through Individual Characteristics, Motivation, Commitment, Work Group Integration, And Creative Marketing Programs

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Abstract. The purpose of this study was to examine the concept of the influence of individual characteristics, motivation, commitment, and group integration on the creative marketing programs. As well as to determine the role of creative marketing programs to improve performance. The population in this study were all employees of the marketing department of the "H" Car Dealer in Surabaya, with a sample of 110 employees of the marketing department from 5 "H" Car Dealers in Surabaya. The analysis technique used in this study is the Structural Equation Model [SEM]. The findings that can be obtained from the results of data processing are that individual characteristics have a positive effect on creative marketing programs, individual motivation has a positive effect on creative marketing programs, resource commitment has a positive effect on creative marketing programs, work group integration has a positive effect on creative marketing programs, and creative marketing programs has a positive effect on improving marketing performance.
Keywords: Performance Improvement, Individual Characteristics, Motivation, Commitment, Work Group Integration, Creative Marketing Programs

I. Introduction

Entering the era of the global economy, the level of competition between companies is getting tighter, to be the foremost, best and largest, companies are required to provide maximum service and know the desires of consumers. This kind of view is inseparable from the company's marketing to always determine and implement marketing strategies that are in accordance with the company's situation and conditions. Increasingly competitive competition and consumers who are increasingly critical in choosing products, companies are required to be more innovative in producing a product. But to produce *superior value* obtained through various innovative developments. Thus the goal that must be achieved in developing its strategy, is to produce *superior value* or services that are much better than those carried out by competitors.

The success of a new program, the introduction of a new product, or a new service depends largely on the individual or group having a brilliant idea to implement and develop in planning a marketing strategy. In marketing strategy planning, creativity is an important component to create unique differences and produce competitive strategies that have advantages (Andrews, 2016 in Mustofa, 2014). Amabile (2017) states that the theory of organizational creativity and innovation includes: (1) organizational motivation in innovation, which is in the form of the basic orientation of the organization to support creativity and innovation, (2) resources, which are related to the adequacy of time to produce work novelty, and (3) management practices which include freedom or autonomy in work, work challenges, interest in work, achievement of the overall division of work groups in accordance with His expertise.

Meanwhile, according to Sukarno (2018) revealed the perspective of creativity theory in organizations which includes: (1) group characteristics, consisting of norms, group combination, size, diversity, roles, task characteristics and problem-solving approaches used by groups, as well as (2) organizational characteristics, which include culture, resources, rewards, strategies, structures and focus on strategy. One product that is very close to the development of consumer tastes is automotive or automobile. At the end of 2022 and early 2023, frontal and progressive developments emerged from various automotive brands with various variants, from standard to turbo types. This rapid development requires tenacity and talent and creative marketing strategies from marketing employees at the car dealership. Low prices on car products, especially certain types, are not a consideration for potential consumers. The advantages and reliability of a car's technology are often a decision consideration. This is where marketing personnel who are the spearhead in acquiring target markets are highly demanded for creativity.

Amabile (2017) explained that a person's creative behavior is influenced by creativity, freedom and resource motivation. While free work pressure and organizational barriers have less significant influence on creativity behavior. Furthermore, a person will behave creatively if he has high intrinsic motivation, attraction, enjoyment, and satisfaction or challenges of his work.

According to Byarwati and Hidayati, (2017) in the face of fierce market competition, differentiation in implementing marketing strategy creactivity is a must. The basic advantage obtained by companies when they are able to implement strategic creativity is that they can improve marketing performance and

organizational learning. Furthermore, it is said that marketing strategy creativity will play a role in the process of making marketing strategies. Hypothesis:

1. Individual characteristics have a positive and significant effect on the creativity of marketing programs
2. Individual motivation has a positive and significant effect on the creactivity of marketing programs
3. Commitment has a positive and significant effect on the creactivity of the marketing program
4. Combination of working groups has a positive and significant effect on the creactivity of marketing programs
5. Creativity of marketing programs has a positive and significant effect on improving marketing performance

II. Literature Review

Individual Characteristics

According to Gibson, et al. (2006), individual traits are what set one person apart from another and have an impact on how well they perform in both individual and organizational settings. Individual characteristics are traits that are unique to a particular person, such as demographic parameters (such as gender and education), physical health characteristics (such as subjective health and the number of health issues), and psychological qualities (such as locus of control and motivation). The indicators on this variabel are Muchlisin (2023):

1. Marketing Environment Knowledge

   That is the level of knowledge that employees have about the network marketing products produced by the company.

2. Diversity of Experience

   Namely various types of experience that have been done by employees so as to provide knowledge to the marketing department.

3. Educational Diversity

   Namely various types of education levels and majors that have been undertaken by employees.

Individual Motivation

According to Robbins (2019), motivation is defined as the capacity to exert significant effort in support of organizational goals. This capacity is contingent upon the effort capacity to meet specific demands. According to the theory of attribution, people are driven to identify the underlying factors that influence their own performance and behavior. The indicators on this variable are (Robbin and Judge (2016):

1. Inner Encouragement

   That is the encouragement that arises from within employees that can motivate themselves to improve their performance.

2. Ability to Take Risks

   That is the ability of an employee to bear risks as a result of employee actions

3. Awards

   This a form of compensation given by the company to employees.

Resources Commitment

According to Meyer and Herscovitch (2001), commitment is a force that ties pertinent members to particular goals. According to Robbins (2003), an organization's commitment is defined. Whether a person likes or dislikes the organization they work for, their work attitude reflects that in their organizational dedication. Employee commitment is an emotional bond with and participation in a company. An employee who is committed to the company and wants to continue serving it and assisting it in achieving its goals is said to be a resource. The indicators on this variable are:

1. Accuracy of Resource Placement is accurate in placing resources in accordance with their needs and functions.
2. Time Adequacy is a grace period given by the company in managing existing resources.
3. Funding Adequacy is a match between the funds determined by the company and those needed.

Work Team Coherency

Combination of members of the working group at the "H" Car Dealership. The indicators on this variable are (Robbin and Judge, 2016):

1. Supervision Support

   Is a support provided by supervision in supporting operational activities.

2. Working Group Support

   It is the support of the working group to generate creative ideas.

3. Unity of Cross Functions

   It is a multi-functional union of different members in a working group.

Creative Marketing Program

Companies can employ a creative marketing approach to develop advertisements that grab the public's attention and set them apart from rivals in their field. It is a new innovation of the company's products that is useful in marketing programs to increase sales of Car Dealers "H". The indicators in this study are (Sukarno, 2018):

1. Strategy Initiatives

   It is a new idea that can be developed in a marketing program strategy.

2. Scientific Ideas

   Are ideas that arise from employees that are used to advance the company

3. Innovation Level

   Is a level of renewal of a pre-existing product.

Marketing Performance

In a results-driven strategy known as marketing performance, advertisers only receive payment when certain objectives are met. Clicks, leads, sales, and other desired customer behaviors are examples of these actions. It is a concept to measure the performance of Car Dealers "H" in the market for a product. The indicators in this variable are (Sukarno, 2018):

1. Sales Growth

   Represents an increase in sales results from previous sales results.

2. Customer Growth

   Represents an increase in customers who subscribe or who use the company's products.

3. Company Profit

   Is the result of profits obtained by the company after deducting various expenses required in production.

III. Research Method

The population in this study is all employees of the marketing department of Car Dealership "H" in Surabaya , with a sample of 110 employees of the marketing department of 5 Car dealers "H" in Surabaya. Sample measurement guidelines according to Ferdinand (2014):

1. Depending on the number of parameters estimated. The guideline is 5-10 times the estimated number of parameters.

2. Depending on the number of indicators used in all latent variables. The number of samples is the number of indicators multiplied by 5-10. If there are 20 indicators, the sample size is 100-200.

The sample used in this study was 5 – 10 times the number of estimated parameters (108 respondents), rounded up to 110 respondents. Structural Equation Model (SEM) was utilized in the technique analysis since it tries to validate the model by accounting for latent variables and factors (unobserved served variables). Data is gathered from respondents using a questionnaire, tabulated, and its validity and reliability are then assessed. By using the Cronbach's alpha coefficient, reliability is evaluated. Check the validity of each question item to make sure it is true.

IV. Results and Discussion

Reliability

The results of internal consistency reliability testing for each *construct* above show good results where the *Cronbach's Alpha* coefficient coefficient obtained all meet the *required rules of thumb* which is > 0.7 (Hair et.al., 1998).

Table 1. Data Reliability

***Internal Reliability Consistency* Testing**

Konstrak	Indikator	Item to Total Correlation	Koefisien Cronbach's Alpha
Individual Characteristic	X11	0,899	0,898
	X12	0,932	
	X13	0,903	
Individual Motivation	X21	0,796	0,826
	X22	0,901	
	X23	0,886	
Resources Commitment	X31	0,740	0,686
	X32	0,820	
	X33	0,796	
Work-Team Coherency	X41	0,794	0,831
	X42	0,913	
	X43	0,895	
Marketing Program Creativity	Y1	0,847	0,791
	Y2	0,828	
	Y3	0,867	
Marketing Performance	Z1	0,896	0,848
	Z2	0,889	
	Z3	0,842	
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Validity Evaluation

Table 2. Loading Factors and Constructs with Confirmatory Factor Analysis

Konstrak	Indikator	Faktor Loading			
		1	2	3	4
Individual Characteristic	X11	0,841			
	X12	0,918			
	X13	0,835			
Individual Motivation	X21		0,640		
	X22		0,923		
	X23		0,792		
Employee Commitment	X31			0,481	
	X32			0,853	
	X33			0,646	
Work-Team Coherency	X41				0,658
	X42				0,955
	X43				0,785
Marketing Program	Y1			0,673	
	Y2			0,828	

Creativity	Y3		0,785
Marketing	Z1	0,924	
Performance	Z2	0,771	
	Z3	0,702	

Based on the results of c*onfirmatory factor analysis*, it can be seen that the *factor loadings* of each question item that makes up each *construct* are mostly > 0.5, so that the instrumentation items of each construct can be said to be *quite good and acceptable validity*.

Model Testing With *One-Step Approach*

The results of estimation and fit of the *one-step approach to SEM* model using the Amos 13.0 application program are shown in the *Figure and Goodness of Fit* Table below.
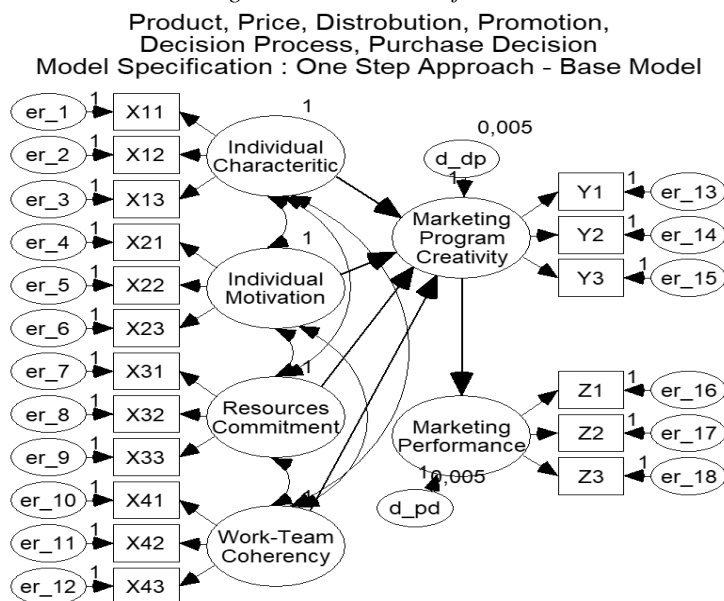

Figure 1. Stuctural Equation Model

Table 3. Evaluation *of Goodness of Fit Indices* Criteria

Criterion	Result Model	Critical Value	Evaluation		
Cmin/DF	0,956	< 2.00	Good		
Probability	0,622	> 0.05	Good		
RMSEA	0,000	< 0.08	Good		
GFI	0,900	> 0.90	Good		
AGFI	0,900	> 0.90	Good		
TLI	1,008	> 0.95	Good		
		CFI	1,000	> 0.94	Good

Source: Results of Data Processing

From the results of the evaluation of the one-step approach model, it turns out that of all the goodness of fit criteria used, all of them show good model evaluation results, meaning that the model is in accordance with the data. That is, the conceptual model developed and based on theory has been fully supported by facts. Thus this model is the best model to explain the relationship between variables in the model as shown below.

Hypothesis Testing and Causal Relationships

Judging from the determinant of sample covariance matrix number: 115.47 > 0 indicates that there is no multicolinierity or singularity in this data so that the assumption is met. Thus, the magnitude of the regression coefficient of each factor can be trusted as seen in the causality test below.

Table 4. Causality Test Results

Regression Weights			Ustd Estimate	Std Estimate	Prob.
Marketing_Program_Creativity	←	Individual_Characteristic	0,015	0,188	0,073
Marketing_Program_Creativity	←	Individual_Motivation	0,017	0,213	0,046
Marketing_Program_Creativity	←	Resources_Commitment	0,017	0,211	0,058
Marketing_Program_Creativity	←	Work-Team_Coherency	0,024	0,292	0,005
Marketing_Performance	←	Marketing_Program_Creativity	0,924	0,727	0,000
Significant Limits					≤ 0.10

Judging from the level of probability of the direction of the causal relationship, it can be seen that:

1. The Individual_Characteristic factor has a positive effect on the Marketing_Program_Creativity factor, [the causal prob. is $0.073 \leq 0.10$ [significant [positive].

2. The Individual_Motivation factor has a positive effect on the Marketing_Program_Creativity factor,[the causal prob. is $0.046 \leq 0.10$ [significant [positive].

3. The Resources_Commitment factor has a positive effect on the Marketing_Program_Creativity factor, [the causal prob. is $0.058 \leq 0.10$ [significant [positive].

4. The Work-Team_Coherency factor has a positive effect on the Marketing_Program_Creativity factor, [Causal prob. $0.005 \leq 0.10$ [significant [positive].

5. The Marketing_Program_Creativity factor has a positive effect on the Marketing_Performance factor,[the causal prob. is $0.000 \leq 0.10$ [significant [positive].

Discussion

The Influence of Individual Characteristics on Marketing Program Creativity

In this study, it was found that individual characteristic variables consisting of several indicators, namely company environmental knowledge, diversity of experience and diversity of education have a positive effect on the creativity of marketing programs have been proven to be true. This can be because the diversity of knowledge about the environment in the company, especially the many marketing environments and the diversity of different education with various experiences can create a brilliant idea to be applied and developed in marketing strategy planning. In marketing strategy planning, creativity is an important component to create unique differentiation and produce competitive strategies that have advantages. The results of this study are supported by the results of research from Andrews et al (1996) which found that motivation has a significant influence on the creativity of marketing programs that will improve marketing performance.

The Effect of Individual Motivation on Marketing Program Creativity

In this study there is a relationship between individual motivation that is envied from internal drive, the ability to take risks and rewards given by the company to employees with the creativity of marketing programs there is a significant and positive relationship. An employee inside does his job well because he has good work motivation, both from within himself and from outside. If an employee does not do his job well, maybe the employee does not have the motivation to work well. With the motivation possessed by these employees, they will be able to come up with new ideas or ideas to be able to improve the company's product performance.

The results of this study are supported by the results of research from Andrews et al (201: 6) in Mustofa (2014) which found that motivational factors and problem-solving proposals have a significant influence on the creativity of marketing programs that will improve marketing performance.

The Effect of Resource Commitment on Marketing Program Creativity

There is a relationship between resource commitment consisting of the accuracy of resource placement, time adequacy, and funding adequacy for marketing program creativity, there is a significant and positive relationship. With the amount of motivation given by the company to its employees, it will be able to foster high commitment from employees, so as to bring out creativity that can benefit the company. High commitment from company employees will be beneficial for the company, because employees who have high commitment will continue to be motivated to be able to improve their performance.

The results are consistent with Mustofa's research (2014) stating the importance of carrying out resource activities, both real (person) and intangible (time leadership) to get strategic accuracy, is something that must be done.

The Effect of Work Team Coherency on Marketing Program Creativity

In this study there is a relationship between the combination of working groups consisting of supervision support, working group support and cross-functional unity to the creactivity of marketing programs there is a significant and positive relationship. This is because employees prefer open interaction with supervision and perception of supervision in supporting operational activities. So by itself creativity can be formed through clear mechanisms, conducting evaluations, paying attention to situations and applying the experience they have.

The results are supported by the results of previous studies which state, motivating creativity can be done through the support of the working group itself, diversity of group member backgrounds, openness to ideas, constructs of diversity of challenges for ideas, diversity of group members and openness to ideas in creactivity by each individual will further enlarge the variety of ideas that come out, and bring out creative thoughts.

The Effect of Marketing Program Creativity on Marketing Performance

Relationship between the creativity of marketing programs consisting of strategic initiatives, scientific ideas and the level of innovation on marketing performance there is a significant and positive relationship. Because in achieving creativity, an employee will not be afraid to take risks, able to control the situation and not afraid of failure. This is because the motivation that exists in employees as a basic motivator in carrying out tasks is willing to devote more time and effort, including their willingness to bear risks. With the willingness to bear the risk, it can bring up new ideas that are used to advance the company. Based on these results, it can be revealed that creativity has an important influence on marketing performance, because it is very beneficial for companies to develop their products. Thus efforts that can be made to increase the creativity of marketing strategies are to encourage and provide new ideas for company development.

V. Conclusion

Conclusions are arranged in the form of flowing paragraphs, not in the form of concluding points. The conclusion contains research findings and an explanation of the novelty of research findings, namely novelty in terms of theory, formulas, postulates, prototypes, or other types of novelty. Conclusions also explain the implications of research findings.

1. Individual characteristics contribute to the creativity of marketing programs, where the more diverse knowledge and education of individuals with various experiences will create creative ideas in marketing programs.

2. Individual motivation has a contribution to the creativity of marketing programs, meaning that the better the individual motivation at work, the more ideas or ideas for creative marketing programs can emerge

3. Employee commitment contributes to the creativity of marketing programs. This means that with high employee commitment, the creativity of marketing programs will increase.

4. Working groups consisting of supervision support, working group support and cross-functional unity to the creativity of marketing programs have contribution on Marketing Program Creativity

5. The Creactivity of marketing programs consisting of strategic initiatives, scientific ideas and the level of innovation on marketing performance have contribution on performance

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