



## MARKETING INCENTIVES AND MARKETING TEAM COOPERATION ON JOB SATISFACTION AND IMPLICATIONS TO THE EMPLOYEES

Afif Afandi<sup>1</sup>, Muhammad Suparmoko<sup>2</sup>, Ade Manggala Hardianto<sup>3</sup>

<sup>1,2,3</sup>Bina Bangsa University, Indonesia

Email: ade.manggala@binabangsa.ac.id<sup>3</sup>

### Abstract

*This research used a survey approach to describe the opinions of respondents and the link between variables. The study aimed to improve employee performance by focusing on how Employees are more likely to work hard toward organizational goals if they enjoy what they do for a living. The Structural Equation Model with the Partial Least Square (PLS) approach is the statistical tool utilized in this study. According to the research findings, job satisfaction can moderate the effect of incentives on the Performance of employees. The initial sample value of the coefficient intervals calculates to be 0.440, and the T statistic value was determined to be 2.297, which was higher than the T table value of 1.96. The P values ranged from 0.02 to 0.05. The connection between the effect of teamwork and job contentment can mediate by job satisfaction. Regarding the Performance of the workforce, the original sample coefficient of intervals comes in at 0.252, with a T statistic that reads 2: 174 > T table 1.96 and P values that range from 0.03 to 0.05.*

**Keywords:** marketing incentives, teamwork, job satisfaction, and employee performance

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## INTRODUCTION

A *leasing* company engages in services under a lease contract; the lessor is the asset's owner or service provider. Leasing assets include passenger vehicles, light trucks, furniture, office equipment, and heavy equipment, such as earthmovers, large machinery, industrial equipment, ships, heavy-duty trucks, and aircraft.

Based on the table above, the marketing team's performance target only sometimes achieve in the last two years, so it needs to be increased in 2022 when the Covid-19 pandemic has subsided. The Indonesian Company Association (APPI) stated that the growth of financing industry could not grow well due to the covid-19 pandemic, which only grew - 5 % compared to 2020 because the use of credit through multi-finance tends to decline. However, in 2021, it projects that in 2022 it can improve (Rahardyan, 2020).

Incentive theory is the dominant company formula for improving employee performance (Kellner et al., 2019). It underlies the importance of incentives because the views differ from the existing literature. Factors that have a direct impact on job satisfaction include incentives and teamwork. Setyowati and Sofingi's research from 2022, Suwanto's 2022, and Asbari and colleagues' research from 2021 all support this scenario. Dan Purwanto (2022), Kalogiannidis (2020); Rizky & Ardian (2019). Both view that incentives and teamwork affect job satisfaction and can be used as a medium to improve employee performance. In contrast, according to Ingram (1996), Tarricone & Luca (2002) suggest that marketing incentives and team cooperation are two things that didn't have an impact on employee performance. This situation is only partially actual because factors related to employees, namely

incentives, significantly affect employee job satisfaction (Setyowati & Sofingi, 2022; Suwanto, 2022; Asbari et al., 2021).

Meanwhile, other researchers say that incentives do not affect job satisfaction. (Badrianto & Ekhsan, 2020; Rozi & Sunarsi, 2020). While teamwork affects job satisfaction by Purwanto (2022), Kalogiannidis (2020), Rizky & Ardian (2019)

Thus, there are still inconsistencies in incentives, teamwork, and job satisfaction in influencing employee performance in the long term for a company to achieve success. The research shows the study's novelty in revealing job satisfaction as a mediation of incentives and teamwork on employee performance in leasing companies.

The theory of employee performance expectations proposed by Heneman et al. (1972) explained that research is generally inadequate in all three respects. The results also show that valence, instrumentality, and role perception are significantly related to Performance, while ability is not—suggestions for improvement in the expectancy theory of research. The job characteristics model is a motivational model for work performance (Sonnenstag & Frese, 2002). These implications obtain by investigating the effect of incentives and teamwork on job satisfaction in leasing companies in the new standard era. In previous findings, the impact of the Covid-19 pandemic was huge on employee performance.

## **Literature review**

### **Basic Concept of *Leasing Company***

Financial leasing companies are involved in financing the purchase of substantial assets. Even though the leasing company is the legal owner of the property, ownership and title effectively pass on to the lessee, who derives all the benefits, costs, and risks associated with ownership of the asset. A leasing company provides physical assets or services for commercial clients or individuals for a specified time (sometimes with the condition to purchase the support after the contract) in exchange for regular payments, known as finance leasing (multi). The lessee is the recipient of the asset or service under the lease contract, and the lessor is the owner of the asset or service provider. Leasing assets include passenger vehicles, light trucks, furniture, office equipment, and heavy equipment, such as earthmovers, large machinery, industrial equipment, ships, heavy-duty trucks, and aircraft. In some cases, the leasing company owns and services the physical asset that is leased and is responsible for installing and operating the support, known as operational leasing.

### **Employee Performance Indicators and Dimensions**

Each role is different, so the metrics used to measure employee performance will ultimately depend on the type of business in which the company and employees operate. But in general, the main ways to measure Performance are:

a. Quality of work

The resulting work standards are the leading indicators of Performance. Do employees make every effort to ensure high-quality results? Are performance objectives met? Quality of work provides the basis for analyzing all other elements of their Performance.

b. Speed and efficiency

Looking at how much employees achieve in an average week, month or quarter, how does this match the company's expectations? Are deadlines met, increased rapidly, or wasted time? Are corners cut to get the job done quickly? Efficiency is the maximum output with minimal cost, so this is very important to consider in the company.

c. Trust and consistency

Ask yourself if the company trusts employees to do all their work to a high standard and get it done on time. Do they work independently, or do companies feel like they often have to take steps? Do they consistently display the company's values? Are they on time and present to the expected standard? High-performing employees can be trusted with autonomy and continue to produce strong results without much oversight.

### **Relationship between Employee Performance and Job Satisfaction**

Workability and work skills are like two sides of a coin that are not separated. Employee work skills show the ability (ability) of employees to complete their duties. The attitude of causality between workability and employee performance has the potential to measure job satisfaction and develop employee work culture. Human resources Kertiriasih et al. (2018 ), as one of the crucial indicators of achieving organizational goals effectively and efficiently, and Performance, is the answer to the success or failure of the organizational goals reached by the company.

Robert Hoppock (1935), who presented the earliest definition of job satisfaction, described the concept "as a set of psychological, physiological, and environmental states that lead people to express satisfaction with their jobs. Job satisfaction relates to a person's feelings or state of mind regarding the nature of their job. Various factors can influence job satisfaction, for example, the quality of a person's relationship with his boss, the quality of the physical environment in which they work, and the level of satisfaction in their work. Robert Hoppock (1935), who presented the earliest definition of job satisfaction, described the concept "as a set of psychological, physiological, and environmental states that lead people to express satisfaction with their jobs." Vroom (1982) defines the construct "as the emotional orientation of workers towards their current job role." According to Judge and Locke (1993), job satisfaction is "a pleasant or positive emotional state resulting from an appraisal of one's job or work experience."

### **Dimensions and Indicators of Job Satisfaction**

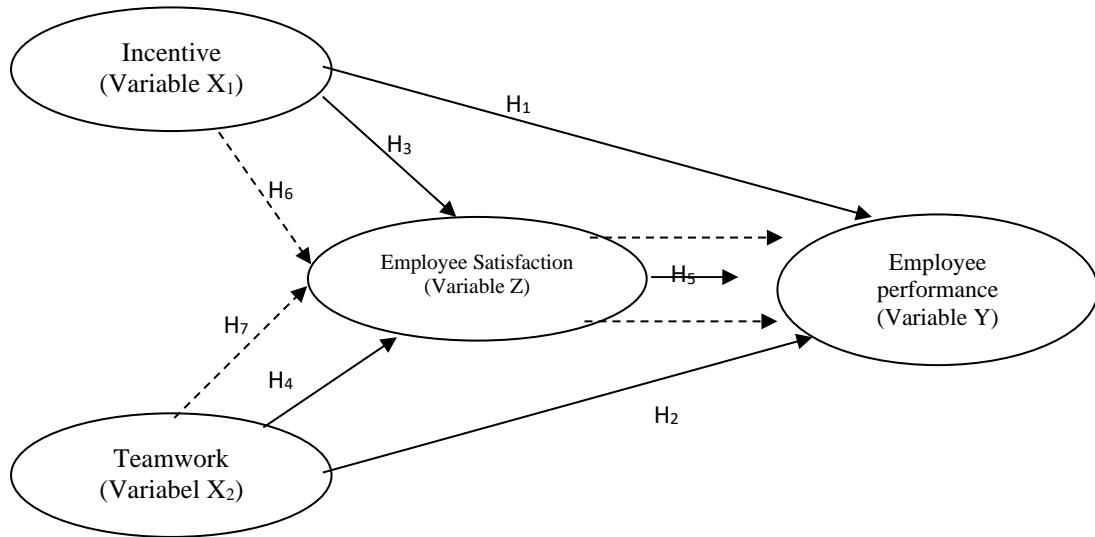
The measurement of job satisfaction varies widely. Job satisfaction information can obtain through individual questions and answers, questionnaires, or by meeting a workgroup. If using question and answer as a tool, the teacher asks to formulate his feelings about aspects of the work. Another way is to observe the attitude and behavior of the person (Mitchell & Lason, 1987). In measuring job satisfaction, the method used is to make a questionnaire related to job satisfaction issues, including financial, physical, social, and psychological factors, which are then distributed to respondents to answer or fill in according to the actual situation.

Job satisfaction is a collection of people's feelings and beliefs about their work. Meanwhile, Ewen (1967) details the factors that influence satisfaction, namely:

- a. Position (position). Someone who works at a higher job will feel more satisfied than those who work in a lower job.
- b. Rank (class). Work that performs based on differences in level or course, such that the Performance of the work confers a particular position on the individual who does it. If there is an increase in wages, whether small or many salaries, considered a promotion and pride in the new position, behavior and feelings will change. It is true regardless of the amount of the wage increase.
- c. Age. Age has a relationship with teacher job satisfaction. Age between 25 years to 34 years and the age of 45 to 45 years are the ages that can cause feelings of joy with work, 4: financial security and social security. Financial problems and social security primarily affect job satisfaction. A teacher with a high salary or allowance will get happiness, 5—the quality of supervision. Teacher satisfaction is determined by the attention and good relationship of the leader with the teacher so that the teacher will feel that he is an essential part of the work organization.

### **The Relationship Between Managerial And Professional Work**

A recent study by Al-Jalkhaf and Alshaikmubarak (2022) explored the relationship between corporate incentives and employee job satisfaction in e-real estate development and found that compensation can be increased with other tenures, thus creating beneficial job satisfaction. In addition, job satisfaction has an impact on managerial and career abilities. The study of Arif et al. (2022) strengthens their argument that the path coefficient can enhance the relationship between job satisfaction and employee careers. Cahyadi et al. (2022), professionals who work for companies in the world of work have an impact on job satisfaction (according to their field) and professionally can build sustainable relationships such as teamwork and incentive roles.



## Hypothesis

From the picture above, the researcher has a hypothesis for the study, while the theory describes as follows:

1. It suspects that there is a direct and significant effect of the incentive variable on job satisfaction
2. It supposes that there is a straightforward and significant effect of the teamwork variable on job satisfaction
3. Allegedly the direct and consequential influence of the incentive variable on employee performance
4. It suspects that there is a straightforward and significant effect of the teamwork variable on employee performance
5. It supposes that there is a direct and consequential effect of job satisfaction on employee performance
6. Allegedly the indirect and significant influence of the incentive variable on employee performance through job satisfaction
7. It suspects that the indirect and significant influence of the Teamwork variable on employee performance is through job satisfaction.

## Research methods

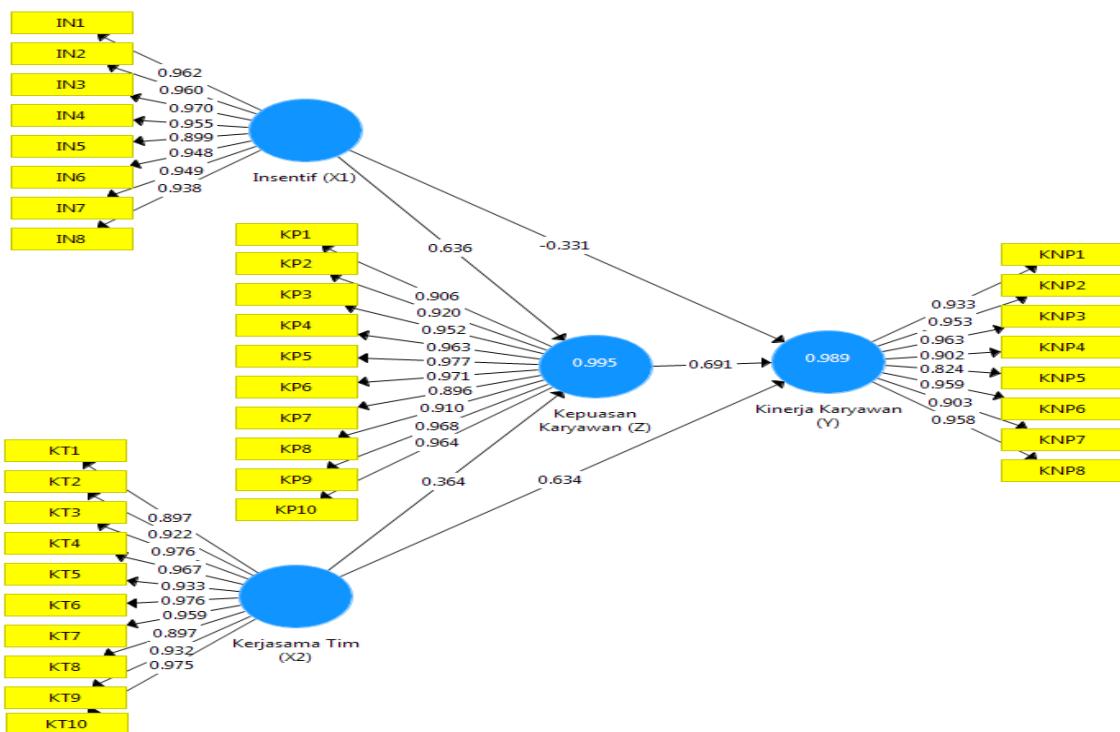
This study uses a quantitative research approach. The survey method is a method that describes the opinion of the respondent and relates the variables. The statistical tool used is the Structural Equation Model with the *Partial Least Square (PLS) approach*. The following is a form of survey tool in the form of a questionnaire distributed to respondents in the city of Serang.

## Research result

outer model test or commonly known as the *loading factor test*, is used to show the weight of each indicator as a measure of each construct. A band with a significant *loading factor* indicates that the indicator measures the strongest (dominant) variable and vice versa. The result of this testing research is to measure the research model's validity and reliability, which can show the relationship between measurement indicators and latent variables in the study. This validity measurement consists of *convergent* and *discriminant validity*, while the reliability measurement uses *composite reliability* and *Cronbach's alpha*.

### Testing the Validity of Research Results

The Structural Equation Model with the *Partial Least Square (PLS) approach* was first tested or analyzed for the empirical model of the research. The loading factor values resulted from the outer analysis of the convergent validity parameters carried out using the PLS Algorithm, and the results use as parameter interpretations.



### (Path Coefficient)

This test uses a structural model (*inner model*) to see the relationship between the construct and the *R-square* of the research model. The structural model evaluates using *R-square* for the dependent construct (Ghozali, 2011). The limit for rejecting and accepting the proposed hypothesis is  $\pm 1.96$ , where if the T-statistic value is more significant than T-table (1.96), then the theory is assumed. Otherwise,

the assumption rejects if the T-statistic value is smaller than T-table (1, 96). The *inner model* in this study is as follows:

	Original 1 Sample (O)	Sample Mean (M)	Standard Deviation n (STDEV )	T Statistics ( O/STE RR )	P Value
Incentive (X1) -> Employee satisfaction (Z)	0.636	0.629	0.123	5,165	0.000
Teamwork (X2) -> Employee satisfaction (Z)	0.364	0.371	0.124	2,940	0.003
Incentive (X1) -> Employee performance (Y)	-0.331	-0.297	0.200	1,658	0.098
Teamwork (X2) -> Employee performance (Y)	0.634	0.649	0.175	3,614	0.000
Employee satisfaction (Z) -> Employee performance (Y)	0.691	0.642	0.263	2,628	0.009

### Stone Geisser Value ( $Q^2$ )

We can calculate the R-squared value using the PLS model with *Q<sup>2</sup> predictive relevance* or *predictive sample reuse*. It accomplishes this by re-presenting the data synthetically through cross-validation and fitting functions.

By predicting variable observations and calculations from construct measuring instruments. The results show that the  $Q^2$  value greater than r than 0 indicates the model has *predictive relevance*, while the  $Q^2$  value greater than 0 indicates that the model has less *predictive relevance*.  $Q^2$  measures the results of model observations and estimates of their measurements. The importance of  $Q^2$  is 0.878 for the job satisfaction variable and 0.835 for the employee performance variable, which means that the value is  $> 0$ , so it can illustrate that it shows the model has *predictive relevance* where the predictor variable has good predictive relevance to endogenous variables.

### *Construct Crossvalidated Redundancy*

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Job satisfaction	970,000	118.237	0.878
Teamwork	970,000	970,000	
Incentive	776.000	776.000	

Employee performance	776.000	128,069	0.835
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## GoF Index

*GoF index* serves as a means to evaluate measurement models and structural models. In addition, the GOF index also consists of simple measurements for all model estimates. The GoF value has the following conditions: 0.10 (GoF *small*), 0.25 (GoF *medium*), and 0.36 (GoF *large*). The parameters used to calculate the GoF index are the AVE and R Square values of the model we designed. The following values AVE and R Square: GoF value  $0.936 > 0.360$  means that the structural model structure design has a high level of validity.

	AVE	R Square
Incentive (X1)	0.898	
Teamwork (X2)	0.891	
Employee satisfaction (Z)	0.890	0.995
Employee performance (Y)	0.857	0.989
<b>Average</b>	<b>0.884</b>	<b>0.992</b>

## Discussion

### The Effect of Incentives on Job Satisfaction

The results of the study prove that incentives have a positive effect on job satisfaction for employees of leasing companies in Banten Province. The higher the incentive, the higher the level of job satisfaction. Incentives are promotions that they perceive as appropriate rewards for their work for the company. If incentives are fair for job demands, individual skill levels, and community pay, satisfaction will likely result. Several studies show a relationship between incentives and employee satisfaction conducted by Yunita Sari and Musadeiq (2018), Agustina (2010), and Diska Amalia (2017) have proven that the incentive variable has a significant effect on employee satisfaction.

### The Effect of Teamwork on Job Satisfaction

The results of the study prove that teamwork has a positive effect on job satisfaction for employees of leasing companies in Banten Province. The higher the partnership, the higher the job satisfaction level among leasing companies in Banten Province employees. A positive value is a relationship between teamwork and employee performance in the same direction, meaning that if collaboration results from a partnership, the resulting satisfaction will increase. It shows the significant role of teamwork and impact orientation toward fulfillment.

The relationship between teamwork and job satisfaction, according to research from Hidayat et al. (2019) that the effect of collaboration on employee job satisfaction obtained by the critical ratio (C.R.) estimation parameter value of 7.951, which is greater than the table of 1.97 and the probability that smaller than 0.05. The results of this study also prove that teamwork in an organization has a significant influence on increasing job satisfaction; this is because solid partnerships can have an impact on increasing job satisfaction and improving employee performance. The study results also support that work is vital for employees to cooperate to achieve goals.

### **Influence of Incentives on Employee Performance**

The results of the study prove that incentives do not affect the employee performance on employees of leasing companies in Banten Province, so the proposed hypothesis is rejected. It can usually happen due to the incentive variable obtained from the results of data analysis; there are small numbers because the salary given is not following the.

The Performance was carried out, in addition to the fact that the answers support the respondents gave to the statements, where there are still some respondents who answered neutral/undecided. Some even answered disagree, providing further evidence of this. Indicates that the incentives offered to employees are insufficient, resulting in a negative impact on the business.

According to Hariandja (2002), incentives are a form of direct payment directly linked to Performance and gains, which are also linked to Performance and defined as profit sharing for employees due to increased productivity or cost savings. Previous research by Imdah Rustrinawati (2012) also supports the idea that incentives harm Performance.

### **The Effect of Teamwork on Employee Performance**

These results prove that teamwork affects employee performance. The higher the partnership, the higher the employee performance, which means that association affects employee performance at the leasing company employees in Banten Province.

Teamwork is an absolute thing that needs to achieve the expected Performance because the better the teamwork, the employee's Performance will increase. Teamwork is also a habit humans make to achieve common goals, as well as cooperation applied within the scope of the company's organization. Teamwork affects the Performance of Kimia Farma Pusat employees, where the influence is positive, meaning that increased teamwork increases opportunities for improving employee performance; research (Khalid. J and Maryat. R 2019)

Working together can help employees become more cohesive and improve their overall Performance.

Then based on Wanty's research (2018), it is said that compact and solid teamwork will create positive growth in the organization. His study results show a positive direct effect of collaboration on Performance.

### **The Effect of Job Satisfaction on Employee Performance**

This research shows that job satisfaction affects employee performance, that the higher job satisfaction, the higher employee performance, which means job satisfaction positively affects employee performance.

Job satisfaction is one of the most critical factors in getting optimal results. When a person feels satisfied at work, he will try his best with all his abilities to produce his work assignments.

By obtaining employee job satisfaction, employee performance will increase because employees feel cared for by the company, so there is an influence between employees and the company; namely, employees will have job satisfaction, and the company gets high Performance from its employees. It follows the opinion of Robbins (2007), who states, "Performance is the level of efficiency and effectiveness as well as innovation in achieving goals by management and divisions within the organization. Performance is said to be excellent and successful if the desired goals can adequately achieve; Performance is also seen as a function of the interaction between ability, motivation, and opportunity, so a person's Performance impacts job satisfaction.

According to Hasibuan (2016; 203), Job Satisfaction is the critical driver of morale, discipline, and employee performance in supporting the realization of company goals. Employees who do not get job satisfaction will result in the resulting Performance is not optimal. If employees are satisfied, their Performance will increase. So, the relationship between job satisfaction and employee performance is positive.

It reinforces by research conducted by Simaremare and Isyandi (2015), Rosita (2016), Giarti Slamet (2011), Sevi (2010), and Riska and Wardhana (2018) which show that job satisfaction is positively related to employee performance.

### **Job satisfaction mediates the effect of incentives on employee performance.**

The results of data analysis obtained an indirect effect of incentives on employee performance mediated by job satisfaction. *The value of the coefficient intervals for the original sample is 0.440 with a T statistic value of 2.297 > T table 1.96 and P values of 0.02 < 0.05.* These results indicate that job satisfaction can mediate the effect of incentives on employee performance.

According to Hasibuan (2016; 75), if the company can provide indirect incentives, employees will feel satisfied with their work. If the incentives obtained make employees get the required income, it would make employees satisfied with their work. If the employee is happy with the results of his

work, it can improve Performance. So, the relationship between incentives and Performance through job satisfaction is positive.

It reinforces by research conducted by Fakhri and Djastuti (2015), which shows that job satisfaction which acts as a mediating variable between incentives and employee performance, is positively related.

### **Job satisfaction mediates the effect of teamwork on employee performance.**

The results of data analysis obtained an indirect effect of teamwork on employee performance mediated by job satisfaction; the *original sample coefficient* of intervals was 0.252 with a *T statistic of*  $2.174 > T \text{ table } 1.96$  and *P values of*  $0.03 < 0.05$ . These results indicate that job satisfaction can mediate the relationship between the influence of teamwork on employee performance.

Teamwork quickly and adequately can only run smoothly if job satisfaction is exemplary. Therefore, the two are interrelated and significantly impact the organization. Based on the research results of Weaver et al. (2010), team-based work systems are persuasive in the workplace, and collaborative systems designed to facilitate and support teamwork are recent developmental relativity. Understanding how teams embrace and use such collaborative systems - and the relationship of such use to the quality of teamwork and team performance - is critical to organizational success. We present a theoretical model in which the use of a collaborative system reduces the rate of teamwork and team Performance for tasks supported by the system.

Companies that implement total quality management (TQM) need teamwork. It is because teamwork is an essential part of TQM implementation. In its application, it is necessary to form a good team between managers, employees, and the surrounding community (Nasution, 2015: 14). teamwork has both positive and negative effects on employee performance. The implementation of teamwork will trigger an increase in work efficiency. When working in a team, work efficiency becomes more critical. It is due to an organized team effort. In the research of Sitio (2020) and Naufal (2019), it states that teamwork affects employee performance. It means that good team performance can trigger an increase in employee performance and company managerial Performance.

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