



# The Influence of Organizational Identification and Ad Evaluation to Employee's Customer Focus at Universitas Muhammadiyah Surabaya

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**Abstract.** The employee must to have the customer Focus, because it can raise the performance of the Company in formulate, give attention, and serve the Customer better. Customer focus consist when the employees proud with their Company. Something that employees have attention to their Company is advertising of it. When advertising of Company is effective, their employees can be proud with their Job, because the advertising is a representation of Company that showed by external audience in order to make them interested with the Company. If advertising showing the real condition value, the advertising can be effective and make the employees proud to be part of Company. Employees must to evaluate advertising of Company for gaining the effectiveness advertising by evaluate the value congruence and promise accuracy of ads. Therefore, to evaluate it employees must to identify their organization, so they will have the sense of belonging and merge with the goal of Company. It can help the employees to evaluate the advertising because they care about destiny and future of Company. This study aims to assess and analyze the effect of organizational identification and evaluation of ad to employee's consumer focus at Universitas Muhammadiyah Surabaya. The model used in this study is a model of quantitative research. The selected sample of 210 respondents are from The population employees. Sampling technique used purposive sampling. Analysis data methods using Structural Equation Modeling (SEM) with AMOS program.

**Keywords:** Identification of organization · Ad value congruence · Ad promise accuracy · Advertising effectiveness · Pride · Customer focus

## 1 Introduction

Nowadays, competition between universities in Indonesia to get students to study at university is very tight. There are many factors that cause prospective students to register at the university. Therefore, universities that want to get a lot of students must have many strategies to achieve these goals. One of the strategies that can be used by universities to expand the reach of prospective students' is advertising.

The approach to organizational communication (advertising) is divided into 2 (two) categories, external and internal communication. Organizational behavior researchers

study the effect of internal communication on employees, while marketers study the effect of external communication on Customers. In this case, the university is an organization for its employees consisting of lecturers and education staff [1].

Advertising is a form of external marketing communication, which is often targeted at Customers [2]. However, very little attention or research has been done on the effects of external communication on employees who are internal Customers of an organization too [1]. In fact, employees often react to external marketing communications made by their organization [3–5]. Employees who work in an organization may have attention and reactions to marketing communications carried out by their organizations, including universities, so that marketing communications in organizations are expected to react to employees, one of which is a reaction to identifying the organization.

Organizational identification is “a perception in which individual employees have a sense of belonging to the organization” [6]. If university employees have a sense of ownership and concern that can lead employees to identify the organization, the university also needs to carry out activities that are a stimulus so that employees can identify the organization. Employees who have identified their organization very well, tend to be able to evaluate the advertising made by their organization, which consists of the value of advertising and the accuracy of advertising promises [4]. Therefore, identifying the organization properly, can have an influence on the Ad promises accuracy and the Ad Value Congruence.

Advertising effectiveness is the degree to which the ad is really successful with the goals it wants to achieve [7]. Effective advertising can be expressed as a statement of purpose or measurable results as expected by the advertiser. Advertising will be successful if it achieves its goals [8]. If effective advertising has been achieved at a university, more and more prospective students will enroll at that university. This can certainly make the employees who work at the university proud.

[9] suggested that employees often express pride in effective advertising, and when employees believe it is effective, they feel proud of their group’s success. According to [10], a sense of pride came from positive results aimed at a person or the results of a group. Then according to [11], employee pride is one of the personal traits that is often mentioned and associated with high productivity for employees. When employees take pride in the effectiveness of advertising, they will be able to treat others well, especially external Customers. According to [10], pride encourages one’s behavior to conform to social rules that are judged or deemed appropriate in a particular organization, and also has a relationship to the suitability of social behavior in order to treat others with courtesy and respect. Customers are also included in the company’s focus that must be considered, as the purpose of advertising is to increase company sales [1].

Customer focus is a set of beliefs that puts the interests of Customers first, where these Customers are not excluded from all other stakeholders, such as owners, managers, and employees, to develop long-term benefits for the company [12]. The point is, employees must have trust that is focused on serving Customers well, so that the company’s marketing strategy can realize the needs, desires, and expectations of Customers. Consumer focus can be an important factor for companies because it can directly prioritize employee efforts to understand and formulate what Customers need [1], so that they can satisfy Customers.

Universitas Muhammadiyah Surabaya, is one of the favorite university in Indonesia which in general also needs an understanding to its employees about focusing on Customers (students). It aims to improve the quality of service and learning at the university. When employees always focus their performance based on university goals to students, it is hoped that it can make Muhammadiyah University of Surabaya a university that can compete with other universities.

## **2 Theoretical Background**

### **2.1 Organizational Identification**

Organizational identification is a way to explain the relationship between the individual self and the organization or company in which they work [13]. Organizational identification according to [6] is a perception in which individuals have a sense of belonging to a particular organization, where individuals define themselves as having relationships with the organization, and they are members of that organization.

### **2.2 Ad Value Congruence**

The suitability of the ad value is the similarity between the values that exist in a person's personal self and the values displayed in an advertisement [1]. Advertising directed to consumers can make implicit and explicit statements about organizational values, which can encourage employee reactions. Employees can judge the suitability of statements made in advertisements for consumers, and can reflect the true value of an organization, because they are members of the organization [4].

### **2.3 Ad Promise Accuracy**

Ad Promise Accuracy refers to the perception of how likely an organization is to consistently fulfill all the statements made in advertising [1]. In the literature on service marketing, several researchers have suggested that service employees evaluate the accuracy of a company's advertising promises, because they have concerns about the importance of delivering on a company's advertising promise [14, 15]. Thus, employees attribute inaccurate promises to employee frustration, role conflict within employees, and reduced trust in the company. Then employees also relate the accuracy of the promise to the authenticity of the assessment to the company, feelings of pride, and organizational identification [4].

### **2.4 Advertising Effectiveness**

Advertising is a form of marketing communication. Advertising is not just a sales message posted on the mass media, but advertising has more functions than that. The function of advertising is to be a complex form of communication that operates to pursue goals and use strategies to influence consumers' thoughts, feelings, and actions [8]. The main goal for most marketers is to achieve the desired reaction in the market about the attitudes and behavior of a target group of targets and market performance (sales, market share, profits, etc.). The degree to which advertising is really successful and successful with the goals it wants to achieve, can be described as advertising effectiveness [7].

## 2.5 Pride

A sense of pride is when there is a positive result (for oneself) associated with the efforts that have been made themselves [10]. [16] define a sense of pride as “a feeling that results from an assessment in which there is a responsibility for the results of social awards or a form of social appreciation for someone”. From this perspective, pride not only increases self-esteem but also encourages future behavior to conform to social standards of what is valued or useful. Corporate reputation is a basic component of pride in the organization. When an employee feels proud of their organization, they will also be proud of the work they do, thus making their work experience more meaningful.

## 2.6 Customer Focus

Customer focus is the main principle of market orientation. Customer focus is a set of beliefs that puts the interests of customer first, where these customer are not excluded from all other stakeholders, such as owners, managers, and employees, to develop long-term benefits for the company [12]. The basis of customer focus is the essence of relationship marketing with regard to the process of identifying, establishing, maintaining, and terminating relationships with consumers and other stakeholders when necessary [17]. Placing customer at the center of an organization’s product-market definition, is the main rule of effective customer orientation management. This is considered important because many organizations experience various obstacles due to a vision that is not in accordance with consumer needs [12]. Therefore, customer focus is considered very important for an organization to increase the profitability of its business.

# 3 Research Method

## 3.1 Hypothesis

The main hypothesis in this study are follows:

- H1: Organizational identification has a significant effect on Ad Value Congruence
- H2: Organizational identification has a significant effect on Ad Promise Accuracy
- H3: Ad Value Congruence has a significant effect on the Advertising effectiveness
- H4: Ad Promise Accuracy has a significant effect on Advertising Effectiveness
- H5: Advertising effectiveness has a significant effect on the pride
- H6: Pride has a significant effect on Customer Focus.

### 3.2 Sampling and Analysis of Data

The method used in taking the number of samples through non-probability sampling technique is purposive sampling. The sample in this study amounted to 210 employees consisting of 110 lecturers and 100 education staff. The respondents were taken from UMSurabaya employees.

The Analysis of data was conducted by using Structural Equation Modeling (SEM) with AMOS program.

## 4 Result of Study

### 4.1 Model Analysis

#### 1. Measurement Model (Confirmatory Factor Analysis)

The measurement model process is a process of the CFA (Confirmatory Factor Analysis) test. CFA has a function to identify whether research indicators are constructs of research variables, so that these indicators can be said to be a unit or have unidimensionality. Simply put, the CFA test is a test that exists in the measurement model that functions to test the relationship between the latent variable and the manifest variable (indicator). CFA test was performed on each variable. Method used in taking the number of samples through non-probability sampling technique is purposive sampling. The sample in this study amounted to 210 employees consisting of 110 lecturers and 100 education staff. The respondents were taken from UMSurabaya employees.

Measurement MODEL is measuring the relationship between latent variables and their indicators. However, according to [18], exemplified for measurement models that have a high level of complexity, the calculation of exogenous and endogenous variables is separated. To test the existing indicators, it is ensured that there are no assumptions of indicators that exceed the limit. Assumptions that exceed the limit can be seen from the goodness of fit value or the suitability of the model. If the initial measurement model meets the model fit requirements, then all indicators are part of the latent variable construct.

The results of the measurement model fit calculation stages show that for exogenous variables, five indicators are good and three indicators are not good. Meanwhile, for endogenous variables, five indicators are good and three indicators are not good. Referring to [19] which states that it is based on parsimony rules, namely if one or two of the fit criteria of the model have been met, then the model has been declared fit (Tables 1 and 2).

#### 2. Structural analysis of equation modeling (SEM)

The suitability test at the structural stage of the fit model shows that four indicators are not good, two indicators are marginal fit and two indicators are good. According to Solimun (2002:55), based on the parsimony rule, that is, if one or two of the fit criteria of the model have been met, then the model has been declared fit (Fig. 1 and Table 3)

**Table 1.** Exogenous Variable Measurement Model Suitability Test

Goodness of fit measure	Cut off	Result	Description
Chi-square of estimate model		7,079	
Probability level	$\geq 0,05$	0,029	No
Goodness of index (GFI)	$\geq 0,9$	0,982	Good
Adjustable goodness of index (AGFI)	$\geq 0,9$	0,912	Good
RMSEA	$\leq 0,08$	0,110	No
Tucker-Lewis Index (TLI)	$\geq 0,9$	0,949	Good
Comparatif Fit Index (CFI)	$\geq 0,9$	0,983	Good
CMIN	$\leq 2$	3,540	No
RMSR	$< 0,05$	0,010	Good
Df		2	

**Table 2.** Endogenous Variable Measurement Model Suitability Test

Goodness of fit measure	Cut off	Result	Description
Chi-square of estimate model		222.244	
Probability level	$\geq 0,05$	0,000	No
Goodness of index (GFI)	$\geq 0,9$	0,893	No
Adjustable goodness of index (AGFI)	$\geq 0,9$	0,850	No
RMSEA	$\geq 0,08$	0,071	Good
Tucker-Lewis Index (TLI)	$\geq 0,9$	0,914	Good
Comparatif Fit Index (CFI)	$\geq 0,9$	0,931	Good
CMIN	$\leq 2$	2,039	Good
RMSR	$< 0,05$	0,027	Good
Df		109	

In order to test the effect of one structure on another in the model, it can be observed from the probability value. A structure can be said to have a significant effect on other variables if the probability is  $< 0.05$

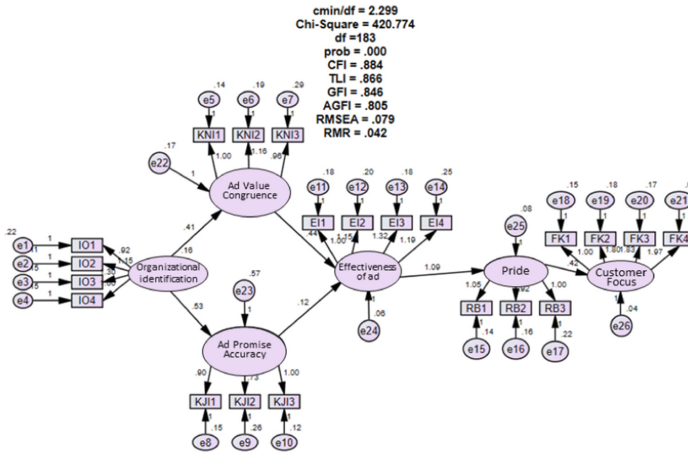


Fig. 1. SEM analysis results

Table 3. Conformity Test on Structural Model

Goodness of Fit Measure	Cut off	Model Result	Description
Chi-Square of estimate model		420,774	
Probability level	$\geq 0,05$	0,000	No
Goodness of Index (GFI)	$\geq 0,9$	0,846	No
Adjusted goodness of Index (AGFI)	$\geq 0,9$	0,805	No
RMSEA	$\leq 0,08$	0,079	Good
Tucker-Lewis Index (TLI)	$0,8 \leq TLI \leq 0,9$	0,866	Fit Marginal
Comparatif Fit Index (CFI)	$0,8 \leq CFI \leq 0,9$	0,884	Fit Marginal
CMIN/DF	$\leq 2$	2,299	No
RMSR	$< 0,05$	0,042	Good
Df		183	

The values contained in these tables have a probability value below 0.05. This can be seen from the star value which indicates that there is a relationship between variables. Therefore, the measurement items in each relationship between variables are stated to have a relationship (Table 4).

**Tabel 4.** Regression Weight Structural

Hubungan Variabel	Estimate	S.E.	C.R.	P	Label
Organizational identification → Ad Value Congruence	0,411	0,101	4,083	***	Par_16
Organizational identification → Ad Promise Accuracy	0,529	0,159	3,332	***	Par_17
Ad Value Congruence → effectiveness of advertising	0,436	0,077	5,648	***	Par_18
Ad Promise Accuracy → effectiveness of advertising	0,121	0,032	3,785	***	Par_19
Effectiveness of advertising → Pride	1,090	0,160	6,791	***	Par_20
Pride → Customer Focus	0,416	0,067	6,227	***	Par_21

## 5 Discussion and Implication

Identification of the organization in terms of sense of ownership, care, success, and improvement of employees have a significant effect on Advertisement Value Congruence at UMSurabaya. Employees who already have a sense of concern for UMSurabaya after properly identifying UMSurabaya, will find it easy to evaluate the suitability of the advertising value in UMSurabaya advertisements. This makes UMSurabaya employees able to adjust the value of UMSurabaya advertisements because their employees already have a sense of ownership and concern for UMSurabaya

Identification of the organization in terms of ownership, concern, success, and improvement efforts from employees have a significant effect on the Advertisement Promise Accuracy at UMSurabaya. Employees who already have a sense of ownership of UMSurabaya after identifying UMSurabaya well, it will be easy to evaluate the accuracy of the promises contained in UMSurabaya advertisements. This is because they care about the future UMSurabaya.

Advertisement Value Congruence in terms of employee satisfaction, employee confidence, and the similarity between employee self-worth and the value displayed in advertisements affects the effectiveness of advertisements at UMSurabaya. Employees who have adjusted themselves to the values contained in UMSurabaya advertisements, will be able to assess the effectiveness of UMSurabaya advertisements. This happened because the employees understood the real situation of UMSurabaya.

Advertisement Promise Accuracy in terms of appropriate services, simplicity and the accuracy of the content, as well as the fulfillment of existing promises affect the effectiveness of advertising at UMSurabaya. Employees who have assessed the accuracy of UMSurabaya's advertising promises, it will be easy to assess whether the advertisements made by UMSurabaya are really appropriate like reality or just a promise. This happens because employees understand and understand how things are actually UMSurabaya.

The effectiveness of advertising in terms of increasing the number of students, attractive designs, and the success and success of an advertisement affect the sense of pride held by employees at UMSurabaya. When the UMSurabaya advertisement proves to be effective, where the objectives in the advertisement are proven in the field, the employees will feel proud of UMSurabaya advertisement. They will also feel proud to be part of UMSurabaya.



The sense of pride in terms of employee satisfaction, pleasure, and employee ownership affect the customer focus that employees have at UMSurabaya. Employees who feel proud of UMSurabaya advertisement, they will feel happy and proud to be a part of UMSurabaya. This makes employees willing to make efforts that can advance UMSurabaya. One of the efforts that can make UMSurabaya more advanced, is customer focus. Where in this case students are UMSurabaya consumers, and employees must have a focus on students so that students' needs and desires can be fulfilled.

**Acknowledgement.** The results of this study can be used as a reference regarding those who want to conduct similar research or conduct further research, especially concepts or theories that support marketing management knowledge, especially research related to the effect of Organizational Identification and Advertising Evaluation on Consumer Focus.

This research is still limited to Organizational Identification and Evaluation of Advertising (Adjustment of Advertising Value and Accuracy of Advertising Promises), Advertising Effectiveness, and pride in Consumer Focus on higher education services. For further research, other variables can be added, such as the accuracy of the depiction of employees (accuracy of depiction of employees in advertisements) to be able to reveal more deeply about Consumer Focus, so that the results of the research are complementary to this research.

Based on the respondents used in this study, the object of this research is higher education services, namely the University of Muhammadiyah Surabaya. Suggestions from the author for further research to be carried out in other companies, such as hospitals, hotels, manufacturing, the automotive industry, food and beverage, so that they have a variety of different research results and mutually reinforce one another.

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