Analysis of Indicators and Variables: An Overview of Marketing Capability for Engagement Based on Islamic Education

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ABSTRACT

The purpose of this study is to review and analyze the indicators of market knowledge variables, multi-actor engagement marketing systems (customers, employees, supply chain, dynamic marketing), as well as business performance variables. Current research needs to validate new digital business research indicators for capabilities from a marketing perspective through supply chain integration into multi-actor engagement in the digital era based on Islamic education. The method used is literature analysis and descriptive statistical analysis with the index method to provide an empirical picture. Findings about respondents' perceptions of indicators for future research directions could test some of the ability to identify real markets; ability to identify competitors; ability to identify new business trends, and the ability to identify the accuracy of forecasting profitability and revenue. Management capability and agility in the market require a strategy of carrying out unstable activities as a competitive advantage in maintaining business performance. It also involves using Islamic principles and values embodied in the Islamic religion in marketing efforts.

Keywords: Analized Indicator, variable Marketing, Business, Islamic Education

A. INTRODUCTION

This study reviewed and analyzed the indicators of market knowledge, customer engagement, employee engagement, supply chain engagement and business performance variables which can be bridged by dynamic marketing engagement. Starting from the ability of market knowledge that allowed companies to feel and take the advantage of opportunities in the company's business market. Besides, the ability of market knowledge can identify threats from the environment in the company's business market through scanning, searching and interpreting routines of the company (D. J. Teece, 2009). A literature analysis conducted by Islam & Rahman (2016) explains that customer involvement is described as an approach to creating, building and improving customer relationships and it is considered a very important strategy for building sustainable competitive advantage (Doorn van et al., 2010; Brodie et al. (2013). Conceptualization identified in marketing disciplines revealed that some customer engagement studies such as Doorn van et al. (2010) were unidimensional, consequently, companies focused on customers from various factors to achieve a competitive advantage, their conceptualization explained that the theories of Customer engagement discussed interactive service experiences and marketing relationships among various stakeholders in the value creation, while Banyte, Tarute, & Taujanskyte (2014) confirm that there was a strong relationship between customer involvement and value creation.

The research implication of Kristinae *et al.* (2020) is that businesses can continue to implement dynamic business strategies with the business environment in their business practices during the COVID-19 pandemic [3]. A dynamic capability theory approach done by Nayal, Pandey and Paul (2021) found firms should keep the changed consumer behavior in mind while manufacturing the products.

B. LITERATURE REVIEW

The main focus of the market is to connect the two to formulate the way out of the problem with the right people and this is a transactional approach that assumes knowledge-based products or services are available to be distributed to someone who wants to use them (D Tapscott & Williams, 2008). This perspective is most appropriate when there is no control over the production or use of exchanged content as it does with the perspective of providers and users emerging on social networks to succeed in the digital market (Don Tapscott, Ticoll, & Lowy, 2000). Changes in competitive order and rapid global competition also require companies to develop dynamic capabilities by creating and combining resources that are hard to imitate globally as a competitive advantage. According to Simard (2006), the definition of

market knowledge is a group of value chain value knowledge relationships that function to collectively instill, promote, and extract value driven by the organizational capacity to supply user demand as knowledge service. The essence of market knowledge is a mechanism to enable, support, facilitate and mobilize, share, or exchange information and knowledge between providers and users). Pérez-Cabañero, Cruz-Ros, & González-Cruz (2015), argue that the ability of market knowledge is the ability to understand and develop skills to compile marketing intelligence in gathering data about competitors, custosmers, new market opportunities and business trends.

Jahn & Kunz's did research (2012) on the customer engagement measurement scale based on the conceptualization of the construct of Doorn van et al. (2010) and found new indicators arising from the initial scale of integration, bound, active, participation and interaction. This new indicator can be used to measure the construct of functional value, hedonic value, social interaction value, and intensity of use of customer engagement (Vries & Carlson, 2014). Customer engagement is very closely related to forming employee engagement because it involves aspects of one aspect of the company's business. Furthermore, Kumar & Pansari (2015) defines employee engagement as a multidimensional consisting of all different aspects of employee attitudes and behaviors towards the organization (Kumar & Pansari (2014). More specifically Thomas (2007) defines employee engagement as a psychological state relatively stable is influenced by the interaction of individuals and their work environment. Involved employees are characterized by the readiness and willingness to direct personal energy into physical, cognitive, and emotional expressions associated with fulfilling the required and discretionary work roles. The definition is closely related to effectiveness and activities related to the company's business and including supply chains).

In supply chain engagement, there is an agreement mechanism of market segmented value chain collaboration to achieve the company's business goals. Cai, Huang, Liu, & Liang (2016) define supply chain collaboration as "the process of partnership among two or more interconnected companies working meticulously to plan and to carry out supply chain operations towards shared goals and mutual benefits". A dynamic marketing chain requires the concept of carrying out marketing functions. The concept of dynamic marketing engagement is a reflection of dynamic marketing capabilities and the involvement of a relationship of multi-actor engagement that is customer engagement, employees, and supply chains as the company's competitive advantage in entering and facing a continuing market change in two offline and online marketing systems. Dynamic marketing engagement indicators are a combination based on analysis from several other literature starting with Storbacka et al. (2016), Finsterwalder

(2016), Chandler & Lusch (2015), SM Lee et al. (2012), Frow et al. (2015), G rönroos & Helle (2012), Marcos-cuevas et al. (2016), Ranjan & Read (2016), Biggemann & Buttle (2012), Karagouni & Protogerou (2016), Perez-Cabañero et al. (2015) as a reference to bridge the company's busisness performance. Whereas performance is an index of the company's overall capability as measured by its operational indicators (Vij and Bedi, 2016). Whereas customer attractiveness refers to indicators developed by Jahn & Kunz (2012) from the initial concept of Doorn van et al. (2010) to build sustainable competitive advantage (Islam & Rahman, 2016c). Meanwhile, employee attachment is sincerity, dedication, effectiveness, enthusiasm, extra work, performance, pride, determination, heart, and soul; and supply chain engagement adopted by Cai, Huang, Liu, & Liang (2016), among others; together take decisions, jointly design products, contribute to the improvement and share information. The ability to apply market intelligence that is tailored to resources and organization should be the starting point for any research on dynamic marketing capabilities, according to Sarkum et al. (2017). To communicate competitive advantage, it is necessary to respond to new questions using the engagement idea and DMCs.

Furthermore, the dynamic marketing engagement indicators adopted "relationships" from Ranjan & Read (2016) and "dynamic marketing capability strategies" from Pérez-Cabañero et al. (2015) which are combined into one unit in measurement, namely; skills to segment and target markets, ability to differentiate service offerings, skills in the process of developing new services, customer convenience, ability to connect, dialogue skills and being a positive conversation. Furthermore, this is an indicator of the company's business performance adopted from Zacca, Dayan, & Ahrens (2015) namely sales growth, market share growth, employee growth, profit growth, sales profit margins, and capital growth from sales profits. The performance indicators are related to the company's growth, profit, and ability. The indicators of the six variables namely market knowledge, customer engagement, employee engagement, supply chain engagement, dynamic marketing engagement and business performance require operational definitions and measurement variables.

Table 1. Definition, Measurement and Variable Indicators

Variable	Operational definition	Instrument	Indicator
Market knowledge	Market knowledge capability is the ability to understand and develop skills to compile marketing intelligence in gathering data about competitors, customers, new market opportunities and business trends, adopted from Pérez-Cabañero, Cruz-Ros, & González-Cruz (2015).	Market knowledge variables are measured by interval scale and adapt the measurement indicators developed Pérez-Cabañero, Cruz-Ros, & González-Cruz (2015)	1. Identify real customers and markets 2. Identifying competitors 3. Identifying new business trendS 4. Identify the accuracy profitability and revenue forecasting
Customer engagement	Manifestation of customer behavior towards a brand or company, excluding purchases, which results from motivational steering, was adopted from Doorn van et al. (2010)	Customer engagement variables are measured by interval scale and adapt the measurement indicators developed by Jahn & Kunz (2012)	1. Integration 2. Involved 3. Active 4. Participation 5. Interaction
Employee engagement	Employee engagement is a relatively stable psychological state that is influenced by interactions between individuals and their work environment. Employees involved are	Employee engagement variable is measured by interval scale and adapts measurement indicators developed by Thomas (2007)	1. Seriousness 2. Serve 3. Effective 4. Enthusiastic 5. Extra Work 6. Performance 7. Proud 8.Determination

Variable	Operational definition	Instrument	Indicator
	characterized by readiness and willingness to direct personal energy into physical, cognitive, and emotional expressions associated with fulfilling the necessary and discretionary work roles, adopted from Thomas (2007)		9.Heart and Soul
Supply chain engagement	The partnership process between two or more interconnected companies works meticulously to plan and carry out supply chain operations towards shared goals and mutual benefits, adopted from Cai, Huang, Liu, & Liang (2016)	Supply chain engagement variables are measured by interval scale and adapt the measurement indicators developed Cai, Huang, Liu, & Liang (2016)	1. Together take a decision 2. Together design the product 3. Take part in the improvement 4. Sharing information
Dynamic marketing engagement	Strategies of marketing relationship capabilities among customers, employees and supply chains in developing market segmentation in active environmental engagement (Pérez-	Dynamic marketing engagement variables are measured by interval scale and adapt the measurement indicators developed (Pérez-Cabañero et al., 2015; Ranjan & Read, 2016)	1. Segmentation and target markets 2. Distinguishing service offerings 3. Development of new services

Variable	Operational definition	Instrument	Indicator
	Cabañero et al., 2015; Ranjan & Read, 2016)		4. Customer convenience 5. Facilitator 6. Dialogue 7. Positive talk
Business performance	Performance growth arises from an innovative proactive aggressive or competitive step in having a new knowledge base measured by sales growth, market share, number of employees, profitability, profit margin sales and the ability to fund growth from profit, adopted from Zacca, Dayan, & Ahrens (2015)	Business performance variables are measured by interval scale and adapt the measurement indicators developed (Zacca, Dayan, & Ahrens (2015)	1. Sales growth 2. Market share growth 3. Growth in the number of employees 4. Profit growth 5. Sales profit margin 6. Capital Growth

Source: from various literature developed in this article

C. RESEARCH METHOD

The method used was the analysis of literature, testing logical relationships, and index values, and testing the validity and reliability of the measurement of interval data through the Agree-Disagree Scale technique with various ranges of values (Ferdinand, 2014). The range used scale 1 strongly disagrees until range 10 strongly agrees (Blais & Galais, 2016; Cook, Heath, Thompson, & Thompson, 2001). Sampling using the Sample Size Csalculator (SSC). The sample size was determined by a margin of error of ± 3% with a confidence level of 95% and a proportion (p) of 0.80 (80%) of 243 respondents from a total population of 378 population SME companies were selected randomly based on companies using offline and online marketing systems of the trade and industry center in Indonesia. This research used descriptive

statistical analysis with the index method to provide an empirical picture of the data collected. It used the numbers of respondents' answers starting from 1-10 with a range of 100 without a value of 0. The criteria used were five boxes (five-box method), where the maximum value was 100 and the value of 10 was the minimum, while the interpretation of the index value used a range of 18 (Value maximum (100)-Minimum value (10)/(5) = 18)

D. RESULT AND DISSCUSSION

Market knowledge variables were formed from four indicators, namely the ability to identify real customers and markets, the ability to identify competitors, the ability to identify new business trends and the ability to identify the accuracy of profitability and forecasting revenue. It was presented in table 2 as the index value of the respondents' answers on the market knowledge variable. Based on the calculation results of the market knowledge variable index value, It showed that the index value of the market knowledge variable was in the high category with an average index value of the variable 73.36. The customer engagement variable is used to be four indicators: the customer is an integrated member of the company's fanpage-SNS community, the customer is a member who is bound to the company's fanpage-SNS community, the customer is an active member in the company's fanpage-SNS community and the customer is a participating member in the company's SNS fanpage community, presented in table 2. Based on the calculation results of the index value of customer engagement variables indicate that the index value of customer engagement variables in the medium category with an average index value of 52.95.

The employee engagement variable is used to be six indicators include: Employees are always willing to really push themselves to achieve challenging work goals, Employees are always willing to fully devote themselves to doing their work assignments, Employees always feel happy to think of new ways to do their jobs with more effective, Employees are always willing to "go the extra mile" in order to do their jobs well, Employees always try to continue to improve their work performance because it is very important according to him, and our employees are always proud of their work. The following is presented in table 2 of the respondents' index answers to employee engagement variables. Based on the calculation results of the employee engagement variable index value, it showed that the employee engagement variable index value was in the high category with an average index value of 64.45. The supply chain engagement variable is formed from four indicators namely, the supply chain has activities with companies in joint decision making, the supply chain is bound to designing joint products, the supply chain shares a cross-functional process for improvement and the fourth is

the supply chain effectively shares information with the company. The index value of the supply chain engagement variable is presented in table 2. Based on the calculation of the index value of the supply chain engagement variable, it showed that the average index value was in the medium category of 58.69.

The dynamic marketing engagement variable uses six indicators, namely; skills to segment and target markets, the ability to differentiate service offerings, the ability to facilitate customer convenience in the process of creating sustainable value, the ability to connect providers and other customers to interact in the process of creating sustainable value, the skills to participate in active dialogue in groups, community or network of customers and suppliers in the context of sustainable value creation, and the Company is a positive conversation in the customer's social network. The following is presented in table 2 index of respondents' answers to dynamic marketing engagement variables. Based on the calculation of the dynamic marketing engagement variable index value shown that the dynamic marketing engagement variable index value is in the high category with an average index value of 64.41. The business performance variable uses five indicators, namely; Sales growth increased, growth in market share increased, profit growth increased, the company was able to generate profit margins from sales achieved, and the company was able to increase funding (capital) growth from profits. The following is presented in table 2. The respondent's answer index is the variable of business performance variables. Based on the calculation results of the business performance variable index value showed that the business performance variable index value was in the high category with an average index value of 72.94. Based on the results of the logical connection micronumerosity test, descriptive analysis of data, and the index value of the respondents, then the next is to test the validity and reliability of the data used. Validity and reliability testing was done to ensure that the indicators and the variables in the study were valid and reliable for further analysis. This test uses SPSS and the validity value is seen from the corrected item-total correlation. While the value of reliability is seen from Cronbach's Alpha. In this study, r count> r table is greater than the cut-off r table, according to Ghozali (2009) if r count> r table is positive, then the item or question, or indicator is declared valid, and according to Nunnally (1960) in Ghozali (2009) a construct or variable is said to be reliable if it gives a Cronbach Alpha value> 0.60. Based on the validity and reliability test, it could be seen that thes Corrected item-total Correlation results were greater than the cut-off r table which was 0.146 and the Cronbach Alpha value was greater than 0.6. The results shown in table 2 stated all variables and indicators were valid and reliable

Table 2. The index value of indicator, validity and reliability of variables.

Variable	Indicator of variable	Index value (%)	Index value (x̄)	Corrected item-total correlation	Cronbach Alpha
Market Knowledge	1.Identify real customers and markets	73,03		0,613	0,772
	2.Identifying competitors	73,26	73,36	0,616	0,770
	3.Identifying new business trends	74,33		0,626	0,768
	4.Identify the accuracy of profitability and revenue forecasting	72,81		0,676	0,747
Customer Engagement	1. Integration	54,21		0,655	0,812
	2. Involved	53,15	52,95	0,716	0,786
	3. Active	53,26		0,660	0,811
	4. Participation	51,18		0,691	0,797
	5. Interaction	0		0	0
Employee Engagement	1. Seriousness	65,00		0,712	0,859
	2. Serve	66,57		0,659	0,867
	4. Effective	64,66		0,686	0,863
	5. Enthusiastic	64,04	64,45	0,712	0,859
	6. Extra Work	62,58		0,695	0,861
	7. Proud	63,82		0,697	0,862
	8.Determination	0		0	0
	9.Heart and Soul	0		0	0
Supply chain engagement	1. Together take a decision	58,03		0,757	0,834
	2. Together design the product	58,26	58,69	0,738	0,842
	3. Take part in the improvement	58,48		0,745	0,839
	4. Sharing information	60,00		0,710	0,853
Dynamic marketing engagement	1. Segmentation and target markets	64,49		0,776	0,892
	2.Distinguishing service offerings	65,39	64,41	0,780	0,891
	3. Development of new services	0		0	0
	4. Customer convenience	63,76		0,803	0,887

Variable	Indicator of variable	Index value (%)	Index value ($\bar{x}$)	Corrected item-total correlation	Cronbach Alpha
	5. Facilitator	64,61		0,775	0,892
	6. Dialogue	63,54		0,689	0,904
	7. Positive talk	64,66		0,691	0,904
Business performance	1. Sales growth	73,09		0,771	0,871
	2. Market share growth	72,47		0,761	0,873
	3. Growth in the number of employees	0	72,94	0	0
	4. Profit growth	75,06		0,771	0,871
	5. Sales profit margin	73,15		0,744	0,877
	6. Capital Growth	70,96		0,697	0,887

Source: Analysis and Test results of data obtained from SPSS

*Index value 0 = Percentage of the frequency of the number of overall respondents' answers below the Interpretation range of index values at intervals of 18 (below very low).

The findings of research on respondents' perception of market knowledge indicators for future research directions could test some of the findings of the perception of indicators of the ability to identify actual customers and markets was 17 perceptions; the ability to identify competitors was 10 perceptions; the ability to identify 6 new business trends as per perception; and the ability to identify the accuracy of profitability and income forecasting was 9 perceptions. As for the multi-actor attachment namely: First, Respondent perceptions of customer engagement indicators on customer indicators were: integrated members of the company's fans page-SNS community were 6 perceptions; 5 customers was the bound member of the company's fans page-SNS community; 4 Customers were active members in the company's fans page-SNS community; 6 members participated in the company's fans page-SNS community. Second, on employee engagement indicators on employee indicators were 8 employees were always willing to really push themselves to achieve challenging work goals; 5 employees were always available to fully devote themselves to do their perceptions; 5 employees always feel happy to think of new ways to do their jobs more effectively; 5 Employees were always willing to "go the extra mile" in order to do their job well; 4 employees always try continuously to improve their work performance because it was very important

according to them; 5 employees are always proud of their work. Third, There were 3 employees answered that the supply chain engagement indicator on the supply chain indicator had the activities with the company in making shared decisions; There were 3 employees answered that the supply chain was bound in designing a common product; There were 3 employees answered that supply chain sharing a cross-functional process to make improvements, There were 8 employees answered that the supply chain effectively shared information; In the dynamic marketing engagement variable, it was found 5 respondents' perception of skills indicators to segment and target the market; there were 5 perceptions of the ability to differentiate service offerings; 3 perceptions of the ability to facilitate customer convenience in the process of creating sustainable value; 3 perceptions of the ability to connect providers and other customers to interact in the process of creating sustainable value; 3 perceptions of skills to participate in active dialogue in groups, communities or networks of customers and suppliers in the context of creating sustainable value; 6 perceptions of the company became a positive talk on the customer's social network; and research findings from respondents' perception of business performance indicators, namely 3 perceptions of sales growth increased; 3 perceptions of market share growth increased; 6 perceptions of profit growth increased ; 4 perceptions of the company was able to generate profit margins from sales achieved; 6 perceptions of the company was able to increase funding (capital) growth. Different perceptions on each indicator of each variable indicated that the indicator needs to be re-tested so that it can bring up new indicators from each contract on indicators that are no longer relevant.

4.1. Discussion

The Indicators and variables that have been tested should be aligned with the phenomenon raised to solve ongoing problems. In the current world recession situation caused by the pandemic and war. Changing or adding to the description of the indicators of each variable in further research can enrich the study of the current situation. We recommend that the indicators and variables used are factor variables that hinder the company's performance resulting from the ongoing situation. Therefore, it is better if the added variables are pandemics and wars that are in line with the current situation because they involve the world's energy and food crisis. Several articles that can be referred to for additional variables and indicators between the pandemic and war variables. The addition of variables is only a study that does not provide a solution, because whatever results will be obtained cannot change the practice.

Therefore, advice is needed for global economic policy makers such as the G7 and G20 member countries.

This research was conducted in Indonesia on small and medium-sized companies so it cannot generalize the results of testing indicators and variables in other countries. This is because different situations in other countries are different from the current situation caused by pandemics and wars. Then the difference in the level of crisis and inflation in other countries as well as the level of resilience as well as the condition of small and medium enterprises are also the determining factors of the test results. Therefore, follow-up research is needed to be able to provide an overview of future research on the situation and post-world economic phenomena in the future.

1. Conclusion

The literacy analysis in this article was based on dynamic capability theory in the view of management innovation raised by Teece, Pisano, & Shuen (1997) as the emergence of the term Dynamic Marketing Capabilities (DMC's) as outlined in the research of Barrales-Molina, Martínez-López, & Gázquez -Abad (2014); then, referring to the view of service logic theory as stated in the multi-actor engagement in the research of Storbacka et al. (2016) and the development of the theory of attachment in Kumar & Pansari (2015). The Dynamic Capability view explains that dynamic capability is a company's ability to integrate, to build and to configure internal and external competencies to cope with a rapidly changing environment. Whereas the view of service dominant logic suggests that service is the fundamental goal of economic and marketing activities. Furthermore, attachment is defined as the behavior and level of relationship among customers and between customers and employees; and among customers and employees with the company.

Based on the analysis, it can be concluded that the indicator of dynamic marketing capability and multi-actor engagement is the company's competitive advantage strategy on the concept of dynamic marketing engagement that can improve the Company's business performance (J. Hou & Chien, 2010). While the problem of dynamic capabilities in the marketing perspective through the integration of supply chains into multi-actor engagement is a bright spot to answer the role of marketing functions (Barrales-Molina, Martínez-López, & Gázquez-Abad, 2014). With the integration of the supply chain into the concept of engagement, the findings answer Chandler & Lusch's (2015) statement about the need to explore engagement not only as customer engagement but also the involvement of other actors from suppliers, producers, retailers, and providers. Likewise, the findings of Kumar & Pansari

(2015) on the level of engagement that can be increased through employee engagement and customers; The same was dissociated by Storbacka et al. (2016). As for the concept of dynamic marketing engagement as a management innovation strategy in marketing service activities for sustainable competitive advantage in improving business performance, according to the theory of dynamic capabilities and service logic that is in line with the opinions of Karagouni & Protogerou (2016) that dynamic capability theory facilitates service logics. In addition, management innovation strategies in service marketing activities in Islamic education can help educational institutions remain relevant, competitive, and effective in promoting and disseminating marketing concepts and services based on Islamic education.

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