

STRATEGIC COMPENSATION DESIGN AND MARKETING SUCCESS: AN EMPIRICAL STUDY OF FACILITATIVE EMPLOYEE ALLOWANCES

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ABSTRACT

Research Objective – To examine the impact of facilitative allowances, specifically beauty, clothing, and communication allowances, on employee marketing performance.

Research Method: Quantitative research using survey methods, questionnaire data from marketing staff in the Indonesian service and retail sectors—employs purposive sampling. Multiple linear regression analysis

Research Findings – Beauty allowances, clothing allowances, and communication allowances all simultaneously contribute positively and significantly to employee performance. Communication allowances, which include both clothing and beauty, have a significant impact.

Theoretical and Policy Implications – Theoretically, it strengthens the view of marketing management and strategic human resource management that employee appearance and communication skills are the main drivers of customer trust and brand image. In terms of policy, the allocation of appearance allowances and the effectiveness of employee communication becomes a strategic investment in competitiveness and market reach.

Research Novelty – Integrated research on the impact of non-financial facilitative allowances on marketing performance is rarely discussed in previous studies. Allowances are not just aesthetic or operational facilities, but strategic instruments to increase sales results and strengthen the brand's position in the market.

Keywords: Facilitative Allowances, Beauty Allowance, Clothing Allowance, Communication Allowance, Marketing Performance

ABSTRAK:

Tujuan Penelitian – Menguji pengaruh tunjangan fasilitatif, khususnya tunjangan kecantikan, pakaian, dan komunikasi, terhadap kinerja pemasaran karyawan.

Metode Riset: Riset kuantitatif metode survei, data kuesioner staf pemasaran sektor jasa dan ritel Indonesia—employs purposive sampling. Analisis regresi linear berganda

Temuan Penelitian – Tunjangan kecantikan, tunjangan pakaian, dan tunjangan komunikasi semuanya secara bersamaan memberikan kontribusi positif dan signifikan terhadap kinerja karyawan. Tunjangan komunikasi, yang mencakup baik pakaian maupun kecantikan, memiliki dampak yang signifikan.

Implikasi Teori dan Kebijakan – Secara teoritis memperkuat pandangan manajemen pemasaran berikut strategik sumber daya manusia bahwa penampilan dan keterampilan komunikasi karyawan merupakan pendorong utama kepercayaan pelanggan dan citra merek. Dari sisi kebijakan, pengalokasian tunjangan penampilan dan efektivitas komunikasi karyawan pemasaran menjadi investasi strategis berdaya saing dan jangkauan pasar.

Kebaruan Penelitian – Riset terpadu pengaruh tunjangan fasilitatif non-finansial terhadap kinerja pemasaran jarang dibahas dalam studi sebelumnya. Tunjangan bukan sekadar fasilitas estetis atau operasional, namun instrumen strategis untuk meningkatkan hasil penjualan dan memperkuat posisi merek di pasar.

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A. INTRODUCTION

Employee benefits have long been recognized as a strategic element in human resource management, functioning not only as a means of compensating employees' investment in organizational performance but also influencing customer experience through their presentation and interpersonal interactions (Ari et al., 2020). Marketing context, employee appearance, and communication skills shape customer perception and brand loyalty (Putra, 2022). Among the wide range of benefits offered by organizations, facilitative allowances, such as beauty, clothing, and communication allowances, specifically support employees by enhancing their readiness, appearance, and effectiveness in carrying out their professional duties. These allowances go beyond basic salary structures, addressing aspects of employee well-being and professional presentation that are particularly important in roles requiring high visibility, direct client interaction, and consistent brand representation (Laundon et al., 2024; Laundon et al., 2019).

In the marketing profession, the way employees present themselves and communicate is closely tied to customer perceptions, trust building, and, ultimately, sales outcomes. Theories in marketing and service management consistently highlight that tangible cues, such as appearance, grooming, and attire, combine with intangible factors, such as communication style, to influence consumer decision-making and brand image (Kotler & Keller,

2022). Compensation extends beyond the base salary and includes various allowances designed to improve morale and employee loyalty (Afandi 2018). Well-designed employee benefits increase organizational commitment and strengthen the psychological contract between employers and employees. Organizational support in the form of targeted allowances for appearance and communication can be considered a strategic marketing investment. This enables employees to maintain a professional and appealing presence, which in turn strengthens customer engagement and loyalty.

Modern human resource management emphasizes the strategic value of benefits and nonfinancial incentives as tools not only for compensation but also for enhancing employee performance and supporting organizational goals (Bratton, 2021). Facilitative benefits, such as allowances for beauty, clothing, and communication, are classified as performance-oriented support systems that directly enhance professional appearance, productivity, and communication, particularly for employees in public-facing positions (Afandi, 2018; Bratton et al., 2021). From a human resource perspective, the provision of facilitative allowances can influence several critical dimensions of employee performance, including motivation, job satisfaction, and productivity. Studies have shown that when employees perceive benefits as relevant, adequate, and aligned with their work demands, they demonstrate higher commitment, lower turnover intentions, and improved task performance (Allui, 2016). Gitau et al., 2021; Gitau et al., 2024). Such benefits also serve a symbolic role, signaling organizational appreciation and recognition, which reinforces psychological contract fulfillment and strengthens the employer–employee relationship. In competitive sectors, such as retail and services, where marketing staff serve as the primary point of contact with clients, these effects can be particularly pronounced.

Studies that examine the link between employee benefits and marketing performance are limited. Most prior studies have examined employee benefits in relation to internal outcomes, such as retention, satisfaction, or organizational commitment, without extending the analysis to external performance indicators such as customer engagement, brand image, and sales target achievement. This represents a significant gap, especially in sectors where employees' visual presentation and communicative abilities are integral to their customer experiences and purchasing decisions.

Another gap concerns the integrated analysis of different types of facilitative allowance. While isolated studies have explored the effects of appearance-related benefits (e.g., uniform subsidies) and communication tools (e.g., phone allowances), empirical research investigating their combined and interactive effects on marketing performance is lacking. Such integration is important because these allowances may not act independently; instead, they can reinforce each other. For example, professional attire can enhance the effectiveness of persuasive communication, whereas improved communication tools can amplify the impact of well-presented personal images.

Given these considerations, this study examines the simultaneous and partial effects of beauty, clothing, and communication allowances on the marketing performance of employees in the Indonesian service and retail sectors. This study specifically focuses on how these allowances affect employee motivation, productivity, customer engagement, and the achievement of sales targets, as well as their role in shaping professional image and client trust. By integrating insights from human resource management theory, internal marketing theory, and service quality models, this study provides a comprehensive perspective on how facilitative allowances function as strategic tools that link employee well-being to market performance.

This study addresses a gap in the literature because previous research has rarely examined the combined influence of multiple facilitative allowances on marketing outcomes. Most prior studies have treated appearance-related and communication-related benefits separately, without exploring their synergistic impact. This study enhances our understanding of how cultural, economic, and industry-specific factors influence the value of allowances within the framework of a developing economy. The findings are expected to have theoretical implications by extending the scope of loyalty benefits research and practical relevance, informing human resources and marketing managers on structuring benefit policies to support competitive advantage and market reach.

B. LITERATURE REVIEW

Over the past two decades, most studies have focused on general compensation packages, health-related benefits, and monetary incentives as determinants of employee performance (Kossivi et al., 2016; Azeem et al., 2021). Few studies have focused on facilitative allowances specifically designed to improve employees' appearance, presentations, and communication. These allowances, which include beauty, clothing, and communication support, are particularly relevant in customer-facing roles such as marketing, sales, and brand representation. However, existing research tends to treat these allowances as secondary or peripheral elements of total compensation rather than as strategic tools with direct implications for market performance.

Previous empirical studies highlight that nonfinancial incentives, such as allowances that help employees maintain a desired professional appearance, can indirectly but significantly impact marketing performance by shaping customer perceptions. For example, communication allowances can facilitate continuous improvements in verbal and nonverbal interactions, enabling marketing staff to respond effectively to customer needs, handle objections, and close sales. Salary and allowances significantly influence employee productivity in telecommunications services, and performance-based allowances positively influence employee motivation in public institutions (Lestari et al., 2023). Their findings suggest that appropriate and fair benefits improve employee satisfaction and commitment. Clothing and

beauty allowances contribute to the consistency and attractiveness of brand representation, ensuring that employees visibly reflect the organization's values and position in the marketplace. However, the literature warns that the effects of allowances depend significantly on how well the benefits match employees' expectations. When the perceived value of allowances falls short of expectations, the potential motivational effect can diminish, leading to disengagement or underperformance (Li, 2023; Schulz and Johann, 2018). This highlights the need for organizations to design benefit packages based on an informed understanding of both role requirements and employee perspectives.

Geographic and cultural contexts remain underexplored. Developed economies, where allowance structures, consumer expectations, and workplace norms differ significantly from those in developing countries, concentrate on benefit-related studies. In Indonesia, where this study is situated, marketing professionals often operate in highly competitive retail and service industries, where personal appearance and direct interaction with customers are decisive factors for business success. However, there is limited empirical evidence on how Indonesian organizations design and leverage facilitative allowances to improve market outcomes. Behavioral finance and lifestyle perspective: Allowances must support a suitable work-life equilibrium. (Putra, 2025)

This study addresses these gaps by examining the simultaneous and individual effects of beauty, clothing, and communication allowances on marketing performance, thus providing a holistic understanding of their roles. Linking employee benefits to market-oriented performance metrics such as customer engagement, sales achievement, and brand representation broadens the scope of employee benefit research in the marketing domain. Exploring the interaction between appearance- and communication-based allowances offers insights into how these benefits may complement each other in shaping customer perceptions and purchase decisions. This study provides evidence from a developing economic context, contributing to the cross-cultural applicability of employee benefit theories and offering region-specific managerial implications.

By integrating perspectives from human resource management, internal marketing, and service quality theory, this study fills an empirical gap. It offers practical advice for practitioners seeking to align benefit structures with employee satisfaction and organizational market objectives. The conceptual framework is grounded in human capital theory and internal marketing theory, which emphasize the strategic value of investing in employees' skills, appearance, and tools to enhance both internal satisfaction and external service outcomes. In marketing roles, particularly in the service and retail sectors, employee presentation and communicative ability are integral to shaping customer perceptions, building trust, and ultimately driving sales performance. Facilitative allowances—specifically beauty, clothing, and communication allowances—are considered nonfinancial yet performance-oriented benefits.

Allowances significantly affect employee telecommunication services. Pakadang, et al., 2024). Unlike basic salaries and traditional monetary incentives, these allowances directly target the enhancement of an employee's professional image, interaction capacity, and representational effectiveness. The framework posits that these allowances not only increase motivation and job satisfaction but also strengthen customer engagement, thus positively influencing marketing performance.

Facilitative Allowance

A beauty allowance helps employees maintain personal grooming and aesthetic presentations, enhancing first impressions and perceived professionalism. In marketing, how things look can greatly affect customer choices, and these allowances can help make a brand more convincing and trustworthy. Clothing allowances contribute to a standardized yet professional appearance, aligning employees with the brand image and enhancing their perceived credibility. The uniformity and quality of attire can also signal organizational professionalism to customers, creating a favorable service experience. Communication allowances, which cover tools such as smartphones, Internet packages, and other communication devices, enable employees to maintain continuous and effective contact with clients. This allowance not only facilitates faster service response but also improves the depth and frequency of customer interactions, directly impacting relationship quality and sales conversion.

Marketing Performances

This study defines marketing performance as the extent to which marketing employees achieve targeted sales, maintain customer satisfaction, and contribute to a brand's competitive position. Performance was measured using self-reported metrics validated by managerial evaluation, capturing both quantitative outcomes (e.g., sales target achievement) and qualitative indicators (e.g., client feedback and relationship quality).

Hypothesis Development

Based on the identified theoretical grounding and empirical gaps, the following hypotheses are proposed:

1. H1: Beauty allowances have a significantly positive effect on marketing performance.
2. H2: Clothing allowances have a significantly positive effect on marketing performance.
3. H3: Communication has a positive and significant effect on marketing performance.
4. H4: Beauty, clothing, and communication allowances have positive and significant effects on marketing performance.

The conceptual model illustrates the relationships between three independent variables (beauty, clothing, and communication allowances) and

the dependent variable (marketing performance), both individually and collectively. The framework assumes that each allowance contributes uniquely to performance enhancement while producing a synergistic effect when implemented together.

C. RESEARCH METHOD

This study adopts a quantitative design to empirically examine the impact of facilitative allowances—specifically, beauty, clothing, and communication allowances—on employees' marketing performance. A survey-based approach was employed to collect primary data from marketing personnel in the service and retail sectors in Indonesia. The design allows for the statistical measurement of both the simultaneous and partial effects of each type of allowance on key marketing performance indicators. The population consists of marketing employees of Indonesian companies operating in the service and retail industries, where direct customer interaction and brand representation are central to business performance. Purposive sampling was applied, targeting individuals who occupied marketing-related positions (e.g., sales executives, account managers, and customer relationship officers). They had to have received at least one form of facilitative allowance (beauty, clothing, or communication) in the past 12 months. A total of 150 questionnaires were distributed, and 117 valid responses were obtained, resulting in an overall response rate of 78.38 %.

Data were collected using a structured questionnaire divided into four sections: Demographic Information (gender, age, educational background, work experience, and sector type). Facilitative Allowances: The study measured 12 Likert-scale items (1 = strongly disagree, 5 = strongly agree) covering beauty, clothing, and communication allowances. Marketing Performance: measured using 10 Likert-scale items focusing on motivation, productivity, customer engagement, sales target achievement, and professional image. Open-ended questions facilitated the sharing of qualitative insights from respondents regarding the perceived impact of the allowance. The questionnaire was adapted from validated instruments used in prior studies (e.g., Rajab et al., 2024; Gitau et al., 2024), with minor modifications for contextual relevance.

Independent Variables (IVs) *Beauty Allowance (BA)*: Financial support for grooming, cosmetics, or personal care relevant to professional appearance. *Clothing Allowance (CA)*: Financial support for work attire and accessories aligned with the company's dress codes and brand image. *Communication Allowance (COA)*: Financial support for telecommunication expenses that enable client contact and networking. Dependent Variable (DV): *Marketing Performance (MP)*: A composite measure of sales performance, client trust, customer engagement, and personal productivity.

D. ANALYSIS

Data were analyzed using SPSS software to assess the effects of facilitative allowances—beauty, clothing, and communication—on employees' marketing performance. The analysis included descriptive statistics, reliability testing, and multiple linear regression to measure the simultaneous and individual impacts of the allowances. The sample consisted of 117 marketing employees, of whom 79.5% were female and 20.5% were male. The majority were aged between 25 and 35 years (61.5%) and had a bachelor's degree (71.8%). Facilitative allowances were commonly received, particularly for communication (88%), beauty (76.1%), and clothing (65%).

Table 1: Frequency Distribution of Respondent Demographics

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	24	20.5%
	Female	93	79.5%
Age Group	< 25 years	18	15.4%
	25–35 years	72	61.5%
	36–45 years	21	17.9%
	> 45 years	6	5.2%
Education Level	Senior/Vocational High School	15	12.8%
	Bachelor's Degree	84	71.8%
	Master's Degree	18	15.4%
Work Experience	< 3 years	22	18.8%
	3–6 years	49	41.9%
	> 6 years	46	39.3%
Sector	Service	68	58.1%
	Retail	49	41.9%
Beauty Allowance Received	Yes	89	76.1%
	No	28	23.9%
Clothing Allowance Received	Yes	76	65.0%
	No	41	35.0%
Communication Allowance Received	Yes	103	88.0%
	No	14	12.0%

Source: SPSS, 2025

Table 2: Frequency of Allowance Receipt

Allowance Type	Response	Frequency (n)	Percent (%)
Beauty Allowance	Yes	89	76.1
	No	28	23.9
Clothing Allowance	Yes	76	65.0
	No	41	35.0
Communication Allowance	Yes	103	88.0
	No	14	12.0

Source: SPSS, 2025

Data Analysis

Reliability testing showed satisfactory internal consistency for all scales, with Cronbach's alpha coefficients exceeding 0.80 for facilitative allowances and 0.88 for marketing performance.

Table 3: Reliability Statistics (Cronbach's Alpha)

Variable	Number of Items	Cronbach's Alpha (α)
Beauty Allowance (BA)	4	0.83
Clothing Allowance (CA)	4	0.81
Communication Allowance (COA)	4	0.85
Marketing Performance (MP)	10	0.88

Source: SPSS, 2025

Multiple Linear Regression

Multiple linear regression was conducted to evaluate the impact of beauty (BA), clothing (CA), and communication (COA) allowances on marketing performance (MP). The regression model was statistically significant ($F(3, 113) = 75.12, p < 0.001$), indicating that the model reliably predicted marketing performance. The model explains 52% of the variance in marketing performance (Adjusted $R^2 = 0.512$). Examination of individual predictors showed the following:

1. Communication allowance has the strongest positive effect on marketing performance ($\beta = 0.379, t = 5.57, p < 0.001$), suggesting that support for communication-related expenses significantly enhances marketing outcomes.
2. Beauty allowance also positively influenced marketing performance ($\beta = 0.314, t = 4.89, p < 0.001$), indicating that funding personal grooming

contributed to improved professional image and productivity among employees.

3. Clothing allowance was a significant but relatively small predictor ($\beta = 0.241$, $t = 3.98$, $p < 0.001$), reflecting the role of appropriate attire in employee confidence and brand representation.

All three allowances significantly and positively impact marketing performance, confirming that facilitative allowances are important organizational tools for enhancing employee effectiveness in customer-facing roles.

Table 4: Descriptive Statistics of Key Variables

Variable	Mean (M)	Standard Deviation (SD)	Minimum	Maximum
Beauty Allowance (BA)	3.76	0.65	2.00	5.00
Clothing Allowance (CA)	3.58	0.71	2.00	5.00
Communication Allowance (COA)	4.01	0.60	2.50	5.00
Marketing Performance (MP)	4.12	0.56	2.80	5.00

Source: SPSS, 2025

Table 5: Coefficients from Multiple Linear Regression

Predictor	B	SE B	Standardized β	t	Sig. (p)
(Constant)	1.235	0.284	—	4.35	0.013
Beauty Allowance (BA)	0.298	0.061	0.314	4.89	0.001
Clothing Allowance (CA)	0.215	0.054	0.241	3.98	0.024
Communication Allowance (COA)	0.362	0.065	0.379	5.57	0.033

Source: SPSS, 2025

E. DISCUSSION

This study reinforces the strategic role of facilitative, beauty, clothing, and communication allowances, which are crucial components of employee benefits that extend beyond traditional compensation. This study examines how facilitative allowances for beauty, clothing, and communication affect the marketing performance of employees in Indonesia's service and retail sectors. The results indicate that all three types of allowances have a positive and significant effect on marketing performance, with communication allowances having the most significant effect. Consistent with human resource management theory, these allowances serve not only as financial support but also as targeted investments in employees' professional readiness, appearance, and communication capabilities, which are essential in marketing

roles requiring high visibility and direct customer engagement (Rajab et al., 2024; Laundon et al., 2019).

This communication allowance aligns with prior research highlighting the importance of effective client interaction and networking in driving sales performance and customer engagement (Gitau et al., 2024; Rajab et al., 2024). Providing financial support for communication expenses enables employees to maintain seamless contact with clients, thereby enhancing responsiveness and service quality. The significant positive effects of all three types of allowances on marketing performance align well with prior research emphasizing the impact of employee presentation and communication on customer perceptions, trust building, and, ultimately, sales outcomes (Kotler & Keller, 2022). Communication allowance emerged as the strongest predictor, highlighting the critical importance of enabling seamless client interaction and networking in competitive retail and service sectors. This supports the view that communication tools are not mere conveniences but strategic resources that enhance customer responsiveness and relationship quality.

Beauty and clothing allowances significantly contribute to marketing performance, highlighting how professional grooming and attire enhance employees' personal image and confidence, positively influencing customer engagement and brand representation. These findings echo internal marketing and service quality theories that emphasize the symbolic and practical value of employee appearance as a tangible cue that affects consumer decision-making. From a human resource perspective, facilitative allowances fulfill motivational and symbolic functions by signaling organizational support and appreciation (Allui, 2016; Adnan et al., 2021). This fosters stronger psychological contracts and commitment, reduces turnover intention, and boosts productivity. The synergy observed among the three allowances supports the argument that their combined effect surpasses the isolated benefits, reflecting an integrated approach to employee well-being and market-facing effectiveness.

This study fills gaps in the literature by investigating the joint influence of multiple facilitative allowances on external performance metrics such as sales target achievement and customer engagement within the context of a developing economy. The Indonesian service and retail sectors exemplify environments in which employee appearance and communication are critical competitive factors. This offers invaluable perspectives on culturally and economically specific applications of benefit strategies for employees in these sectors. Limitations include reliance on self-reported performance measures and purposive sampling, which may affect the generalizability of the results. Future studies should consider using longitudinal approaches, assessing objective performance metrics across various indices, and confirming and expanding these results.

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