

Analysis of the Outcomes of the Alignment Activity in the Marketing Department of PT X

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Abstract

This study aims to analyze the outcomes of the Alignment activity implemented in the Marketing Department of PT X, a batik manufacturing company located in Central Java, in aligning the company's vision and mission and enhancing team work effectiveness. The study employs a quantitative research method using a Likert-scale questionnaire and open-ended questions administered to 11 employees who participated in the alignment activity. Data analysis was conducted through the calculation of mean scores, evaluation of open-ended responses, and validity testing using Pearson correlation. The results indicate that the alignment activity received a positive response, with the highest mean score observed in the internal communication aspect (4.37), followed by the collaboration aspect (91.27). However, the vision and mission understanding aspect obtained the lowest score (2.73), indicating the need for improvement in the methods used to communicate the company's strategic direction. The validity test results show that five out of six questionnaire items were valid, while one item was found to be invalid. Overall, the alignment activity proved to be effective in improving employee communication, engagement, and collaboration; however, further reinforcement is required in enhancing employees' understanding of the company's vision and mission to ensure optimal achievement of strategic objectives.

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INTRODUCTION

In the current era of economic competition, employees have become one of the main keys for companies in achieving a competitive advantage in the business world. Organizational advantage depends on employees, as they possess the skills, knowledge, and competencies required for the implementation of organizational strategies and planning (Fatyandri et al., 2024). Human resource management within a corporate organization is essential for improving employee performance, which

in turn contributes significantly to organizational progress and helps companies achieve the objectives stated in their vision and mission (Indradewa et al., 2025). Human resource management is the implementation of insight and art related to a series of activities aimed at managing individuals within an organization so that business objectives can be achieved optimally. Human resource advantage is created by traits and characteristics that are closely embedded in individuals and their environments (Saraswati et al., 2025). Human resource advantage strategies integrate activities related to human resource management to achieve human resource objectives, and organizations that are effective in managing human resources tend to have better financial performance (Indradewa et al., 2025).

One of the human resources that plays a crucial role in the success of a corporate organization is the marketing department. In brief, the marketing department is a division within a company responsible for promoting the company's products, brands, and services. From a behavioral perspective, the role of marketing involves specific activities expected to be performed by the marketing function, such as managing customers, competitors, and products, whereas from an organizational perspective, the marketing role relates to the position of marketing within the corporate organizational structure (Fürst et al., 2023). The marketing function is highly important in influencing purchasing decisions, as marketers must understand what consumers want and need. This understanding of consumer behavior includes how individuals, groups, and organizations select, purchase, use, and discontinue the use of goods and services (Manik & Prasetya, 2018). In the digital era, many consumers have shifted toward online shopping systems, one of the main reasons being considerations of time and cost efficiency. Consumer behavior studies focus on how individuals make decisions to utilize their available resources, such as time, money, and effort; in order to purchase consumption-related goods (Ardani, 2022).

In facing challenges and achieving shared objectives, aligned vision and mission are essential. Vision is a crucial element in corporate strategic planning. Corporate strategies must be guided by the vision and mission and should be understood by all individuals involved within the organization (Arifin, 2021). Within a company, business strategies must be applicable across all divisions or work units. The implementation of such corporate strategies requires alignment. According to (Yuliansyah Hendry, 2014), strategic alignment provides benefits not only for strategic development but also for strategic implementation.

PT X is a batik manufacturing company established in Central Java with a strong commitment to preserving and developing the nation's cultural heritage through high-quality batik products. Since 2013, PT X has continued to grow into a company employing hundreds of workers distributed across Indonesia. Throughout its development, PT X has introduced two flagship brands, namely Brand A, which focuses on premium batik with classical elements, and Brand B, which emphasizes dynamic designs and primarily targets younger consumers. The marketing activities conducted by PT X include both offline and online marketing. Offline marketing involves direct interaction with customers,

allowing face-to-face communication between buyers and sellers, whereas online marketing refers to the company's efforts to offer products and services to consumers through internet-based platforms (Winata et al., 2024). To date, PT X has established several official stores in major shopping centers across large cities in Indonesia, as well as multiple official online store accounts on various e-commerce platforms. By consistently maintaining its vision and mission, PT X has implemented numerous innovations to ensure that its batik products are well accepted in both national and international markets.

The marketing department is one of the most important divisions in the marketing activities of PT X, as it functions as the frontline in connecting products with consumers. Through the marketing department, PT X is able to introduce, promote, and create innovations and added value that can attract market interest. In order to face various challenges, the marketing department requires an aligned vision and mission to achieve shared objectives. One of the efforts undertaken to align the vision and mission is the implementation of an Alignment activity. This Alignment activity consists of games and problem-solving exercises in the form of a simulation to build a wooden bridge. The game-based activities are designed to foster inter-team communication in a non-formal atmosphere. Through the wooden bridge simulation, teams are expected to solve problems in a structured and communicative manner. In addition, quizzes delivered by the marketing manager, based on real cases in the marketing field, are also included in the Alignment activity, with the expectation that the marketing team can resolve these cases in accordance with the company's vision and mission. Therefore, the Alignment activity conducted by the marketing department at PT X is expected to align the company's vision and mission in a structured manner, enhance team coordination, and produce more targeted marketing strategies. Accordingly, this study is entitled "Analysis of the Outcomes of the Alignment Activity in the Marketing Department of PT X."

METHOD

This study focuses on analyzing the level of achievement in the implementation of the Alignment activity within the Marketing Department at PT X. The research was conducted at PT X, with the scope limited to the implementation and evaluation of the Alignment activity carried out during the period from May to July 2025. The instrument used in this study was a questionnaire designed to measure the level of achievement of the Alignment activity, consisting of multiple choice questions using a Likert scale and essay questions to obtain more in-depth explanations from the respondents. A detailed description of the questionnaire items is presented in Table 1.

Table 1. List of Questionnaire Items

Question	Aspect	Measure Objective	Type of Response
The implementation of the Alignment activity is able to clearly convey the company's vision and mission to employees.	Vision and Mission Delivery	Respondents' level of understanding regarding the clarity of the company's vision and mission delivery.	Multiple choice (Likert scale)
The Alignment activity increases my comfort in communicating with colleagues within the same department.	Internal Communication	Impact of the Alignment activity on the quality of interaction among employees.	Multiple choice (Likert scale)
The materials and activities delivered during the Alignment activity are aligned with the company's vision and mission.	Relevance of Alignment Materials	Respondents' perceptions of the relevance of the Alignment content to the company's strategic direction.	Multiple choice (Likert scale)
The Alignment activity helps me better understand the company's vision and mission.	Vision and Mission Understanding	Improvement in employees' understanding of the company's vision and mission.	Multiple choice (Likert scale)
The Alignment activity encourages me to express ideas and provide feedback in a positive manner.	Participation and Engagement	Level of employee involvement in contributing ideas and positive input	Multiple choice (Likert scale)
The Alignment activity reflects the company's concern for employee development.	Organizational Concern	Employees' perceptions of the company's commitment to human resource development.	Multiple choice (Likert scale)
In your opinion, what is the most appropriate solution to resolve Case Study 1?	Case Understanding	Respondents' ability to analyze problems and propose solutions in line with company values.	Essay
In your opinion, what is the most appropriate alternative solution for Case Study 2?	Solution Development	Respondents' ability to develop realistic and innovative solutions.	Essay
How was your experience collaborating with other teams in building the wooden stick bridge? Please explain the challenges and benefits experienced.	Collaboration	Respondents' understanding of collaboration dynamics, obstacles, and teamwork benefits.	Essay
What positive impacts did you gain from the Alignment activity, and what are the reasons behind them?	Attitude and Reflection	Respondents' perceptions of the impact of the Alignment activity.	Essay

Questions 1–6 employ a Likert scale with response options ranging from 1 (strongly disagree),

2 (disagree), 3 (neutral), 4 (agree), to 5 (strongly agree). Meanwhile, Questions 7–10 are open-ended questions intended to obtain deeper insights into respondents’ understanding and experiences in participating in the Alignment activity. The stages of the research are illustrated in the following flowchart (Figure 1).

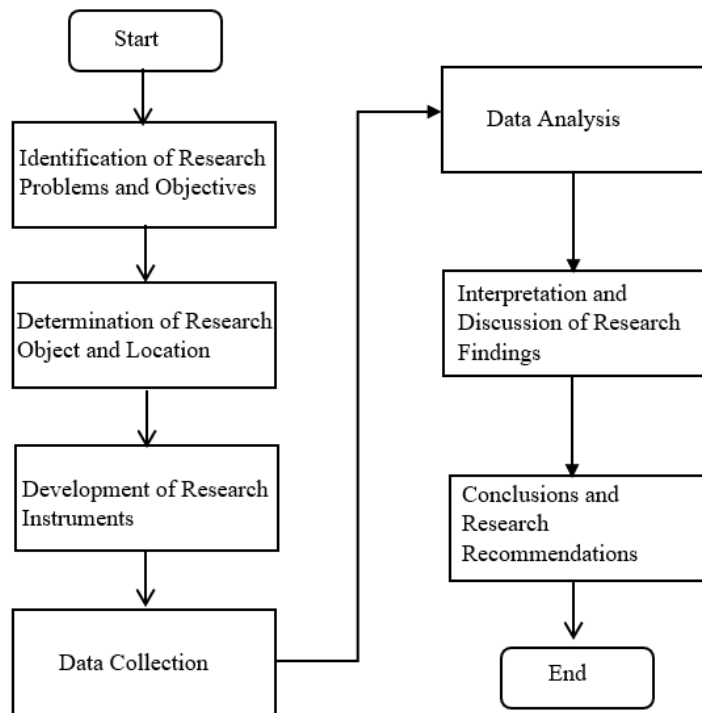


Figure 1. Research Flowchart

The flowchart in Figure 1 illustrates that the research was conducted in a systematic and structured manner, starting from the planning stage through to the evaluation of the results, to ensure that the Alignment activity could be analyzed comprehensively.

RESULTS AND DISCUSSION

The results of the study indicate that the Alignment activity implemented in the Marketing Department of PT X has varied impacts on several key aspects, namely internal communication, collaboration, participation, understanding of the company’s vision and mission, and employees’ problem-solving abilities. Based on the recapitulation of the Likert-scale questionnaire responses from 11 respondents presented in Table 2, the majority of aspects achieved mean scores above 4, indicating positive responses toward the implementation of the Alignment activity. The measurement was conducted using a five-point Likert scale, where a score of 1 represents strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree. The higher the mean score obtained, the more positive the respondents’ perceptions of the effectiveness of the implemented Alignment activity.

Table 2. Recapitulation of Likert Scale Scores

Item	Score					Number of Responses	Mean Score
	1	2	3	4	5		
Vision and Mission Delivery	0	0	2	5	4	11	4,19
Internal Communication	0	0	2	3	6	11	4,37
Relevance of Alignment Materials	0	0	3	4	4	11	4,10
Vision and Mission Understanding	3	3	1	2	2	11	2,73
Participation and Engagement	0	0	3	3	5	11	4,19
Organizational Concern	0	0	3	4	4	11	4,10

The aspect with the highest mean score was internal communication (4.37), indicating that the Alignment activity was able to create a more open, comfortable, and informal interaction atmosphere among employees within the same department. This finding confirms that Alignment functions as an effective medium for improving the quality of workplace communication. This result is consistent with the view of (Rizkyana et al., 2024), who state that internal communication aims to assist individuals within an organization in performing their tasks more effectively. Furthermore, (Kimani, 2023) emphasizes that aligning internal communication with employees' psychological needs can enhance engagement and job satisfaction. Therefore, the high internal communication score indicates that the Alignment activity contributes to strengthening coordination and improving the effectiveness of teamwork within the marketing department of PT X.

The evaluation of essay questions responses from the 11 respondents regarding the four main aspects of the Alignment activity—namely case understanding, solutions, collaboration, and attitude and reflection—was conducted by the marketing department manager and subsequently summarized in Table 3.

Table 3. Evaluation of Multiple-Choice Question Responses

Questions	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	Mean Score
Case Understanding	86	88	86	85	82	83	87	81	92	90	93	86,64
Solutions	86	95	89	78	89	75	77	81	78	79	83	82,73
Collaboration	100	91	88	89	99	83	94	91	91	84	94	91,27
Attitude and Reflection	86	93	89	84	82	86	95	97	89	85	87	88,45
Average Score	89,5	91,75	88	84	88	81,75	88,3	87,5	87,5	84,5	89,25	

The results of the study indicate that the Alignment activity implemented in the Marketing Department of PT X has a positive impact on enhancing employee collaboration, communication, and problem-solving abilities. This finding is reinforced by the evaluation of open-ended responses

presented in Table 3, where the collaboration aspect achieved the highest mean score of 91.27. The high score demonstrates that the Alignment activity is not merely ceremonial in nature but is capable of fostering teamwork and more effective interaction through simulation-based and game-oriented approaches. Teamwork plays a vital role in improving employee performance (Zarlianty et al., 2025), as well-structured and effective collaboration enables the achievement of shared objectives more efficiently (Lubis et al., 2025). In the context of the marketing department, which is expected to respond to dynamic market conditions and rapidly changing consumer needs, the ability to collaborate and adapt becomes a highly crucial factor.

On the other hand, the evaluation results indicate that the solutions aspect obtained the lowest mean score of 82.73. Although this score remains above the company’s minimum standard (≥ 80), the finding suggests that respondents’ ability to formulate solutions to the given problems still requires improvement. Limited experience or insufficient exposure to strategic marketing cases may be one of the contributing factors. According to (Wahyunata, 2021), the more training programs implemented by a company, the higher the level of employee creativity and problem-solving capability. Nevertheless, when examined based on the mean scores of individual respondents, all respondents met the company’s minimum standard, with the lowest score recorded for Respondent R6 (81.75) and the highest score for Respondent R2 (91.75). This indicates that, overall, the Alignment activity contributes positively to enhancing employees’ analytical skills, collaboration, and reflective attitudes.

Subsequently, a validity test was conducted for each closed-ended questionnaire item using correlation analysis calculated with Microsoft Excel. This validity test aims to determine the extent to which each closed-ended item in the questionnaire is able to measure the variables accurately and consistently. According to (Ningsih et al., 2021), a validity test is required to assess the degree to which a measurement instrument can be considered credible or reliable. The correlation calculation was performed between the score of each individual item and the total score of all respondents. The resulting correlation value ($r_{\text{calculated}}$) was then compared with the (r_{table}) value at a significance level of $\alpha = 0.05$ to determine whether an item was classified as valid or invalid. The correlation results are presented in Table 4.

Table 4. Validity Test Results of Multiple Choice Questionnaire Items

Questions	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	Correlation Coefficient
P1	4	5	3	4	5	4	3	5	4	5	4	0,8107
P2	5	5	4	4	5	3	3	5	5	5	4	0,7895
P3	4	5	3	4	5	4	3	4	5	5	3	0,9131
P4	2	3	5	2	1	4	5	1	2	1	4	-0,6668
P5	5	5	3	4	5	4	3	5	4	5	3	0,8384
P6	4	5	3	4	5	3	4	4	5	5	3	0,8633
Sum	24	28	21	22	26	22	21	24	25	26	21	

Based on the correlation results obtained, it was found that five out of six questionnaire items had positive correlation values, while one item showed a negative correlation value. Subsequently, the six closed-ended questionnaire items were subjected to a validity test using an r_{table} value of 0.602, as presented in Table 5.

Table 5. Validity Test Results

Items	r calculated	r table	Description
1	0,811	0,602	valid
2	0,789	0,602	valid
3	0,913	0,602	Valid
4	-0,667	0,602	Invalid
5	0,838	0,602	Valid
6	0,863	0,602	Valid

Based on the test results presented in the table, it can be concluded that out of the six questionnaire items analyzed, five items—namely Items 1, 2, 3, 5, and 6—were found to be valid. Meanwhile, Item 4 exhibited a negative correlation value of -0.667 . Therefore, it can be concluded that questionnaire Items 1, 2, 3, 5, and 6 are proven to be valid, whereas Item 4 is proven to be invalid.

CONCLUSION

Based on the results of the study on the Alignment activity in the Marketing Department of PT X, it can be concluded that this activity generally succeeded in achieving its objectives of enhancing the alignment of the company's vision and mission and strengthening teamwork. The analysis of the Likert-scale questionnaire responses from 11 respondents indicates that most participants provided positive evaluations of the Alignment activity, with the highest score recorded for the internal communication aspect (4.37), reflecting improved interaction and coordination among employees. Meanwhile, the vision and mission understanding aspect obtained the lowest score (2.73), indicating the need for improvement in the delivery and comprehension of the company's strategic direction. The evaluation of open-ended questions reinforces these findings, as the collaboration aspect achieved the highest score (91.27), demonstrating that the Alignment activity is effective in fostering teamwork and problem-solving capabilities. However, the solutions aspect (82.73) still requires improvement to ensure that participants are more focused and systematic in analyzing and resolving problems in accordance with the company's values and vision. The validity test results further reveal that five out of six questionnaire items were found to be valid, while one item was invalid, indicating that the majority of the research instruments were able to adequately measure the achievement of the Alignment activity. Overall, the Alignment activity implemented in the Marketing Department of PT X has proven to be effective in strengthening communication, increasing employee engagement, and fostering a more structured and collaborative understanding of the company's vision and mission.

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