

Strategic Study: Optimization of Strengthening Critical Thinking and Teamwork of the Marketing Division of PT Suzuki Mobil Sejahtera Trada Pemuda Semarang

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Abstract. The deficiency in critical thinking found in the marketing division of PT Suzuki Mobil Sejahtera Sunindo Trada Semarang was in terms of responsiveness in managing problems and creating innovations for the marketing process. So, when new innovations are needed for the marketing process, top management is often involved to solve problems that should be required by the marketing division. Individuals in the marketing division of PT. Suzuki Mobil Sejahtera Sunindo Trada Semarang in solving several problems have implemented the teamwork concept, but what they have done is still lacking because of the various factors that fulfill this teamwork concept, individuals in the marketing division still do not fulfill it. It is crucial for individuals in the marketing division to have critical thinking skills because they greatly influence the output of the marketing technique which is a strategy for winning the market. Individual conditions in the marketing division of PT. Suzuki Mobil Sejahtera Sunindo Trada Semarang have practiced this skill well when processing information starting from observing issues and selecting relevant problems to solve it. In the marketing division of PT Suzuki Mobil Sejahtera Sunindo Trada Semarang, they are very subtle at interpreting problems on the area. The analysis carried out is also in accordance with existing theory.

Keywords: Mindset, Digital Marketing, Critical Thinking, Teamwork.

1 Introduction

The innovation dimension has a strong connection with organizational performance.[1] Organizational performance is not only based on budget/financial (input) but also considers non-financial aspects that are indirect and intangible as a concrete manifestation of overall performance achievement. The assessment is not only on the input group, input-output analysis is conducted, analysis of the realization of results (outcomes) and benefits (benefits), consequence analysis (impacts), both positive and negative, financial analysis and policy analysis. In the face of intense global competition Strictly, companies must have a way to solve a problem by thinking about creating a new innovation.[2] The significant increase in global competition also creates high competitiveness, coupled with the situation and

conditions of global warming which affects economic stability in Indonesia and throughout the world. Companies are required to increase their competitiveness in order to maintain the stability and survival of the company. By maximizing all parts of the company to provide a special way of conveying company values to consumers.[3] Therefore, companies need to have a new method to realize the company's goals, namely high profitability. A company that has high profitability shows that the company manages the company's assets effectively and efficiently in obtaining profits each period.[4]

If an idea or innovation is lacking from every individual in the marketing division, this results in the leadership always stepping in, which happens continuously, which will change the initial concept of the organization in the company. It means that an employee will always depend on the ideas or innovations provided by the leadership, and if this continues for a long time, then one day, it will affect the employee's personal mindset so that when giving ideas they will always feel doubtful and make the ideas given not be optimal. The deficiency in critical thinking found in the marketing division of PT Suzuki Mobil Sejahtera Sunindo Trada Semarang was in terms of responsiveness in managing problems and creating innovations for the marketing process. So, top management is often involved to solve problems that should be demanded by the marketing division when new inventions are needed for the marketing process.

Teamwork or teamwork is a skill for working together in a team and is one of the soft skills that every employee in a corporation must have. It is crucial, considering that to achieve the company's main goals, compact cooperation between each individual is required. According to Smither, Houston, McIntire (2016), an effective team is a team that allows its members to produce task completion that is greater than the results of individual work because the work results are the result of the contribution of team members together.[5]

The basic thing in realizing the integrity of a team so that it can perform and be effective is to design a good team. Griffin (2014). This lack of teamwork is also found in the marketing division of Green Oase Homey Residence which makes this possible because each individual in this marketing division lacks sharing between individuals in this division.[6] The less sharing, the less chemistry between individuals will result in each individual criticizing other marketers. In several cases, in carrying out the flooring process and other marketing activities, there are often differences of opinion, and the high ego of each individual creates problems that end up with individuals wanting to feel that their ideas have to be realized and this makes the activity process a little disturbed, and the ambiance becomes uncomfortable so that the activity be a little less well structured.

2 Problem Identification

The theory of thinking patterns or mindset which was first introduced by Federick W. Taylor, an American mechanical engineer, & Henry Fayol, a French Mining Engineer is a crucial component of human resource management theory. Thinking patterns are a way of assessing and providing conclusions about something, be it a problem or surrounding conditions, based on a certain point of view. Differences in a person's mindset caused by differences in the number of points of view that become the basis, reason or foundation.

The number of points of view a person has to think is influenced by emotions (mentality). Mindset is a belief that it is in a person to make efforts or something that is

permanent and cannot be changed.[7] Self-confidence will make someone continue to comprehend and attempt to enhance their abilities.[8] It indicates that a mindset arises from an individual to try whether it is fixed or cannot be changed, but with self-confidence, a person will continue to learn to improve their abilities.

The differences between these two types of mindset have a great influence on individuals. Individuals who have a fixed mindset will find it more difficult to adapt to the environment, always avoid problems, and if there is criticism, negative feelings will arise from the individual, while individuals who have a growth mindset are easier to adapt by having the courage to try new things, of course with calculation. Exactly, owners of this mindset always take the positive side of the criticism given and do not shy away from problems but try to improve and create innovations to solve these problems.

The marketing division of PT Suzuki Mobil Sejahtera Sunindo Trada Semarang still has a dominant fixed mindset rather than a growth mindset. If the mindset of this marketing division is still dominantly a fixed mindset and is allowed to continue, it will hamper the marketing process and this will have an impact on unstable and hampered sales, from the business's development to the point that the company's value falls, it is unable to expand, and even the company's cash in and cash out cycle is hampered. In this case, the researcher will explain several problems that are based on the mindset found in the marketing division of PT Suzuki Mobil Sejahtera Sunindo Trada Semarang which results in solving problems and creating new innovations in the marketing process. The problem is that it is based on the pattern of working in the digital marketing process which is hampered in innovation, because every individual in the marketing division still has thinking that cannot be too critical and lack of routine innovation which will make the sales process unstable so this can cause a decline in sales in the last 6 (six) months.

Then, before carrying out various marketing strategies and creating innovation, each individual in the marketing division needs to have an initiative, it can grow good ideas. If the marketing division does not have critical thinking, this will make the planned strategy less mature and result in sales declining, resulting in reduced company revenues, thereby hampering all activities within the company.

From other factors, the urgency of this problem is that there is a high possibility that sales will continue to decline while operational costs continue as usual, coupled with the current condition still being unstable due to Covid 19. Another possibility could be that teamwork from the marketing division continues eroded and reduced because critical thinking really requires strong synergy between individuals in the marketing division, of course this will create bigger problems for the company. Then, this lack of teamwork makes it more difficult for the marketing division to carry out the marketing process, other things can also make individuals in the marketing division become more indifferent to each other and even bring each other down. If this continues, it will create difficulty to the marketing division at PT Suzuki Mobil Sejahtera Sunindo Trada Semarang to achieve sales targets and increase declining sales, this will have an impact on the company's income.

3 Discussion

Mindset is a belief that has a tendency towards a fixed perspective or growth philosophy.[9] A person tends to think, be it a fixed mindset or a growth mindset. These two tendencies make someone have a different point of view from each other.

Dweck said that the mindset that individuals believe in greatly influences the concept of self-esteem (self-esteem or self-worth), self-efficacy, stress coping strategies, goals to be achieved, and the level of self-confidence that individuals have. These differences make someone have different characteristics in terms of thinking patterns from one another. Thinking patterns or mindsets are divided into 2 (two) types, namely fixed mindsets, and growth mindsets, where both types of mindsets enable someone to solve a problem in their own way based on their mindset types.[10]

It is different if many company members have a fixed mindset rather than a growth mindset, this is because people who have a fixed mindset believe that their intelligence and various other potentials have been determined from the beginning and exist genetically so that there are limits that cannot be penetrated by training or effort. The belief makes them also judge that their efforts to change the situation will be useless and choose to give up. If a company member predominantly has a fixed mindset rather than a growth mindset, it will have a very significant impact on the turnaround of activity processes in the company.

If innovation and creativity are not developed pleasingly, and there is no awareness between individuals and each other, it can have a more serious impact in the future and will indeed affect the marketing process causing in declining sales. The lack of a role model from the marketing division also means that individuals are still feeling the market and still lack the confidence to come up with existing ideas.

Unhealthy competition also arises between each other and makes this problem bigger, if one individual feel disadvantaged and damages their good name in front of the leadership. Another thing is high ego and individuals who feel smart, who feel they can face a problem but the individual is unable to face it. It is what often causes conflict in the marketing division and often involves leadership to resolve it. This conflict really affected the marketing process and made the marketing process run smoothly, causing sales of housing units to decline significantly in the last 6 (six) months. The sales target that has been determined is 2 (two) units of motorcars per month.

The existence of teamwork is caused by the numerous troubles that arise which makes divisions within the company need to unite to solve existing problems, with proper coordination from the leadership and reducing egos between individuals in the division to create something bigger than being done individually.

In the marketing division of PT Suzuki Mobil Sejahtera Sunindo Trada Semarang Semarang, Semarang is still lacking in seeing the shortcomings in problem situations. Because there is still a gap in knowledge between individuals in the marketing division, this means that thinking skills are still different from each other, which can affect creativity. It should not happen if the company creates a special space for discussing knowledge issues with each other, such as creating a special forum for the marketing division to express what they think and respond to each other about the thoughts expressed in the forum. It can also harmonize each other's knowledge, so that the marketing division can have a special way of creating a marketing strategy and solving problems related to marketing.

In creating creativity there are skills to think flexibly or flexibly. The problem that often arises is being too fixated on the bad past and not wanting to try new things to solve a new problem in the present. Some individuals in the marketing division of PT Suzuki Mobil Sejahtera Sunindo Trada Semarang are sometimes still stuck with past thoughts which implies they still don't have the courage to try a new method at this period which is actually a more effective way to unravel the issues or challenges that exist at this time.

There is a concept in problem solving with the "What's Another Way" solving method, which is a problem-solving method that provides a challenge to someone after answering a problem. This challenge makes someone think again to look for alternative answers to solve a trouble, other than the answer that has been made

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Because individuals in the marketing division know the basis of problem analysis. However, a lack of sensitivity to surrounding problems is still an obstacle for several individuals in the marketing division of PT Suzuki Mobil Sejahtera Sunindo Trada Semarang. Lack of this sometimes becomes an obstacle to the marketing process. However, this can be improved by sharing knowledge between individuals in the marketing division on a regular basis and without any awkwardness. The marketing division of PT Suzuki Mobil Sejahtera Sunindo Trada Semarang has the ability to solve problems quickly. It is proven by when there is a problem with consumers regarding bonuses for selling housing units, several individuals can make decisions quickly so that consumers can understand what bonuses are given without burdening the company.

Apart from that, individuals in the marketing division can also predict the possible consequences of decisions/problem solving conclusions taken well. However, sometimes some individuals in the marketing division of PT Suzuki Mobil Sejahtera Sunindo Trada Semarang, when making a decision, still do not recognize the data needed and whether the data is sufficient. It is due to a strong desire to be able to solve existing problems but is not balanced with the desire to collect multiple data in solving problems or making decisions.

The high level of ego between individuals and the lack of care between individuals in the marketing division of PT Suzuki Mobil Sejahtera Sunindo Trada Semarang still means that team collaboration in this division is still not optimal. It is what can make the marketing process run less smoothly.

There are several factors that influence teamwork, namely as follows:

1. Clear Purposes

Lack of clarity on the goals of a working group is usually the main cause of a group's failure. If the group's goals are clear for each division or member, it will foster enthusiasm to move forward and the desire to survive in difficult situations, as well as how to overcome problems that always come up.

2. Team Structures or Work Groups Support Each Other

To achieve a mutually supportive structure, the person responsible for assembling the team/group must pay meaningful attention to the group, team member roles, responsibilities, member skill levels, stability and group's size within the leadership role in the team/group.

3. Strong Supports

One of the things that can lead to failure is a lack of support from the organization for members. Support can take the form of work monitoring, training formats and regular discussions which are forms of support needed in team/group work conditions. This support ensures that each individual member can freely explore their abilities.

4. Positive Internal Relationships

Continuous issues and weaknesses in team members can create tension in a relationship and surface as forms of bad behavior, lack of trust and even power struggles. So, optimistic internal relationships greatly influence the effectiveness of a team.

4 Conclusion

1. Mindset is one aspect that determines individual success in the marketing division because mindset greatly influences a person's thoughts, mental and spiritual thoughts. It is what has been proven to make the marketing process run well and smoothly, thus creating the right marketing strategy.
2. There are mindset problems among individuals in the marketing division of PT. Suzuki Mobil Sejahtera Sunindo Trada Semarang which influence critical thinking and teamwork in the marketing process.
3. Critical thinking is lacking in some individuals due to differences in the level of wisdom between individuals. The difference in levels of knowledge causes opinion discrepancies which affect on workers becoming less aware of the problems around them, and always feeling that there is a lack of innovation growing from the marketing division.
4. Lack of teamwork is a derivative effect that results from a lack of critical thinking. These differences make one employee always feel superior to the other workers and lead to more interpersonal comparisons which disrupt team collaboration. Apart from that, the lack of dependence between individuals and each other has a huge consequence on this teamwork deficiency.

5 Suggestions

1. Training was held by the company PT Suzuki Mobil Sejahtera Sunindo Trada Semarang regarding mindset marketing. This training aims to open the minds of each individual to have a growth perspective. By inviting experts who can understand a person's character, this can change the mindset of individuals within the marketing division for the better.
2. Hold regular meetings to discuss marketing strategies specifically for the marketing division of PT. Suzuki Mobil Sejahtera Sunindo Trada Semarang. The strategy discussion meeting is monitored directly by the leadership in which each individual must brainstorm to provide their ideas regarding marketing strategies including relevant data. This routine forum is monitored by the leadership who only supervises the brainstorming process, so that each individual carries out discussions together. It aims to create innovation and improve individual creativity in the marketing division for the better.
3. Bringing together motivators and routine activities in improving teamwork within the company. Having the leadership provide learning from these experts for the marketing division of PT Suzuki Mobil Sejahtera Sunindo Trada Semarang also instills the company's vision and mission which can make marketing division individuals more respectful of differences of opinion, increase trust between one another, and make communication between individuals better. Again. It can build and increase a positive sense of dependence between individuals, as well as create synergy that can make the marketing process run better and more smoothly.
4. It is necessary for every marketing individual to always learn and try all means to strengthen their abilities so that the company's vision and mission that has been held and the duties of the enterprise as marketing with the aim of making sales can be realized with the leadership's direction using various sales methods.

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