The Effect of Promotion Mix on Sales Performance Mediated by Customer Loyalty at Paul Bakery Kota Kasablanka Jakarta

Edi Sugiono¹, Andini Nurwulandari², Fithri Khaifina³
¹,²,³Universitas Nasional Jakarta, Indonesia
Email: edisugiono33@yahoo.com

Abstract

The company strives to remain at a high level of competition with various strategies in maintaining its business. Many new companies find it challenging to keep their company due to marketing strategies that do not follow current globalization developments. Therefore the company will try to find ways to market its products, starting from promoting products, knowing products to make customers loyal. The purpose of this study is to see the effect of advertising, promotion, personal selling, direct digital marketing, and public relations on sales performance and customer loyalty by taking samples at the Paul Bakery Kota Kasablanka Jakarta. The research method used is descriptive, namely an analysis that describes the variables to the bakery's sales volume at Paul Bakery Kota Kasablanka. The results showed: the advertising variable has no positive effect on sales performance, customer loyalty, and sales performance through customers; promotion variable has no positive impact on sales performance and sales performance through customer loyalty but has a positive effect on customer loyalty; personal selling variable has a positive effect on sales performance, employee performance through customer loyalty but has no effect on customer loyalty; direct digital marketing variable has a positive effect on sales performance and customer loyalty but does not have a positive effect on sales performance through customer loyalty, and public relations variables have a positive effect on sales performance, customer loyalty and sales performance through customer loyalty.

Keywords: Sales Performance, Customer Loyalty, Advertising, Promotion, Direct Digital Marketing, Public Relations, Personal Selling.

A. INTRODUCTION

In the current era of globalization, companies' development is increasing rapidly from the production of goods in the form of consumables and long-term. Of course, every company in the market competes with each other to be the best company compared to its competitors. Each of the companies will make different marketing policies and strategies.

The company strives to remain at a high level of competition with various strategies in maintaining its business. Many new companies find it challenging to keep their company due to marketing strategies that do not follow current
globalization developments. In this case, the company will think about promoting the products that are marketed, starting from how to let potential customers know the company’s products, how to make customers loyal, and much more.

Therefore, the marketing team is a team that will solve problems in creating a marketing strategy that must keep the company in a highly competitive circle. The success or failure of a company in maintaining this can be seen from how changes in the company’s sales volume. One of them is promotion. Companies can use various techniques such as advertising, sales promotion, personal selling, service, or discounts in conducting promotions.

Based on previous research from Iman Firdaus, Amrin Fauzi, and Beby Karina (2019), the promotion mix has a positive and significant effect on loyalty. According to a study by Nana Yaa Duffie, Gloria, and Kwamena (2011), it is stated that marketing communication is not significant to sales performance. Meanwhile, according to research by DR. R. Mohanraj and T. Kalaivani (2016), promotional activities attempt to influence buyers' knowledge, attitudes, choices, and behavior. A company may have the best product, such as a package, but people will not buy a product if they have never heard of it. Therefore, this study aims to identify various forms of promotion by conducting descriptive marketing research. According to Sandeep Kumar and Dr. Sidheswar Patra (2017), there is also research stating that a promotion mix can increase brand equity, which has a dynamic and significant positive impact on brand equity. This study intends to analyze the importance of the elements in the promotion mix on brand equity.

In this study, the author intends to analyze sales promotions at one of the French restaurants in Jakarta, Paul Bakery Kota Kasablanka. The restaurant is a restaurant that specializes in French specialties consisting of appetizers, main courses, and also desserts. Some of the food products sold are a kind of bakery, rice, spaghetti, juice, etc. A promotion mix can be an option in increasing customer loyalty. Such as providing discounts, customer membership, or other promotional services. The restaurant can see whether the sales performance has a significant effect or not based on customer loyalty to Paul Bakery Kota Kasablanka.

B. LITERATURE REVIEW

1. Promotion Mix

According to Peter and Donnelly (2007), "The promotion mix concept refers to the combination and types of non-personal communication and personal communication the organization puts forth during a specified period." According to Kotler & Armstrong (2006), the promotion mix is also called the company’s marketing communication mix, a specific blend of advertising, sales promotion, public relations, personal selling, and direct marketing tools that companies use to communicate customer value persuasively. And build customer relationships.

According to Kotler & Armstrong in their book Principles of Marketing (2018), "A company’s total promotion mix also called its marketing communications mix consists of the specific blend of advertising, public relations, personal selling,
sales promotion, and direct marketing. Tools that the company uses to engage consumers, persuasively communicate customer value, and build customer relationships”.

Based on the definitions of these experts, it can be concluded that the promotion mix consists of:

a. Advertising
   This is a non-personal presentation of an idea, product, or service that is paid for. According to Kotler & Armstrong (2008:157), there are several indicators of advertising, namely:
   1). Discovery of information about the company’s products from various media.
   2). The media design used is attractive.
   3). The information conveyed in mixed media is clear.

b. Sales Promotion
   It is a short-term incentive to encourage the sale of a product both to service companies and goods companies. According to Kotler & Armstrong (2008:223), sales promotion has the following indicators:
   1). Great attractive incentives.
   2). The incentives offered to vary.
   3). The timing of the incentives was right.

c. Personal Selling
   It is a unique (direct) interaction between producers and consumers to attract consumers to be interested in the company’s products/services, decide to make purchases, and build good relationships with consumers. According to Kotler and Armstrong (2008:182), personal selling has the following indicators:
   1). Good appearance
   2). Mastering company information and products clearly
   3). Can identify new/old customers well

d. Direct Digital Marketing
   It is an activity that is directly related to consumers through internet / digital communication media that is directly targeted and easy to build good relationships with consumers. According to Kotler and Armstrong (2008: 222), direct digital marketing has several indicators, namely:
   1). Interaction through interactive direct digital marketing
   2). Interactive company interactions

e. Public Relations
   It is a form of business in building relationships with the public to generate good publicity, make the right corporate image, and handle unfavorable conditions (brand image). According to Kotler & Armstrong (2008:171), public relations has several indicators, namely:
   1). The news that spreads about the company is good
   2). Unique corporate identity
3). Community service activities

2. Customer loyalty

According to Griffin (2005: 16), states that "loyalty is defined as nonrandom purchase expressed over time by some decision-making unit." From the expert's definition, it can be seen that loyalty is aimed at a behavior shown by routine purchases based on decision making. According to Lovelock (2011: 338), states that "loyalty is aimed at a behavior, which is aimed at repeated purchases and recommending company products to friends or partners."

Based on these experts' opinion, it can be concluded that loyalty is consumer behavior towards the desire to buy a product regularly or repeatedly and provides product introduction to the consumer's environment without any request from the product seller or can be called self-desire.

3. Framework

The current level of market competition is getting higher and higher, the level of sales has experienced many changes, both increased sales and decreased sales. Therefore the company needs to carry out the right promotional strategy to achieve sales goals, namely sales performance at the company through customer loyalty. The promotion strategy is included in the promotion mix, affecting sales performance, customer loyalty, or sales performance through customer loyalty. Based on this, the following is an explanation of the research framework.

![Figure 1 Framework](https://example.com/figure1.png)

4. Hypothesis

H1: Advertising has a positive and significant effect on Sales Performance.
H2: Sales Promotion has a positive and significant effect on Sales Performance
H3: Personal Selling has a positive and significant effect on Sales Performance.
H4: Direct Digital Marketing has a positive and significant effect on Sales Performance.
H5: Public Relations have a positive and significant effect on Sales Performance.
H6: Advertising has a positive and significant effect on Customer Loyalty.
H7: Sales Promotion has a positive and significant effect on Customer Loyalty.
H8: Personal Selling has a positive and significant effect on Customer Loyalty.
H9: Direct Digital Marketing has a positive and significant effect on Customer Loyalty.
H10: Public Relations have a positive and significant effect on Customer Loyalty.
H11: Advertising has a positive and significant effect on Sales Performance through Customer Loyalty.
H12: Sales Promotion has a positive and significant effect on Sales Performance through Customer Loyalty.
H13: Personal Selling has a positive and significant effect on Sales Performance through Customer Loyalty.
H14: Direct Digital Marketing has a positive and significant effect on Sales Performance through Customer Loyalty.
H15: Public Relations has a positive and significant effect on Sales Performance through Customer Loyalty.
H16: Customer Loyalty has a positive and significant effect on Sales Performance.

C. METHOD

The research method used is descriptive, namely an analysis that describes the variables to the bakery's sales volume at Paul Bakery Kota Kasablanka. The research procedure is by taking direct samples at the restaurant Paul Bakery Kota Kasablanka. The target consumers who will be distributed the questionnaire are 300 people, but the data to be used is 210 people. Based on this data, it will be seen how consumers think of the promotions operated by the restaurant Paul Bakery Kota Kasablanka. The analysis is carried out according to what the researchers are targeting. Statistical analysis was used to analyze the data. Statistical analysis is an activity carried out to process research data using statistical methods to produce useful information. Judging from its activities, statistics are classified into two, namely descriptive statistics and inferential statistics.

D. RESULT AND DISCUSSION

1. Hypothesis Testing

The proposed hypothesis ($H_0$) needs to be tested to find out the truth to be accepted. The accepted hypothesis ($H_0$) will show a value of C.R. 1.96 ($Z$-critical value for 95% degree of freedom) and a probability value of $P < 0.05$. Hypothesis ($H_0$) that does not meet the requirements is considered a hypothesis that does not have a positive and significant effect on the variables studied. After processing the data using AMOS, the following are the results of hypothesis testing in this study:
**H1: Advertising Has a Positive and Significant Impact on Sales Performance**

The following are the results of the AMOS test for the H1 hypothesis test shown in Table 1.

| Table 1 Hypothesis Test Results for Advertising Variables on Sales Performance |
|---|---|---|---|
| KP <-- A | Estimate | S.E. | C.R. | P |
| | -0.114 | 0.059 | -1.943 | 0.052 |

Source: AMOS Processing Results (2020)

Based on the results of Table 1, it is known that the effect of the advertising variable on the sales performance variable has a C.R (critical ratio) value of -1.943 (0.052 ≥ 0.05).

**H2: Sales Promotion has a Positive and Significant Effect on Sales Performance**

The following are the results of the AMOS test for the H2 hypothesis test shown in Table 2.

| Table 2 Hypothesis Test Results for Sales Promotion Variables on Sales Performance |
|---|---|---|---|
| KP <-- SP | Estimate | S.E. | C.R. | P |
| | 0.020 | 0.061 | 0.337 | 0.736 |

Source: AMOS Processing Results (2020)

Based on the results of Table 2, it is known that the influence of the sales promotion variable on the sales performance variable has a C.R (critical ratio) value of 0.337 (P = 0.736 ≥ 0.05).

**H3: Personal Selling has a Positive and Significant Impact on Sales Performance**

The following are the results of the AMOS test for the H3 hypothesis test shown in Table 3.

| Table 3 Hypothesis Test Results for Personal Selling Variables on Sales Performance |
|---|---|---|---|
| KP <-- PS | Estimate | S.E. | C.R. | P |
| | 0.247 | 0.104 | 2.367 | 0.018 |

Source: AMOS Processing Results (2020)

Based on the results of Table 3, it is known that the influence of the personal selling variable on the sales performance variable has a C.R (critical ratio) value of 2.367 (P = 0.018 ≤ 0.05).

**H4: Direct Digital Marketing Has A Positive Effect On Sales Performance**

The following are the results of the AMOS test for the H4 hypothesis test shown in Table 4.
Table 4 Hypothesis Test Results for Direct Digital Marketing Variables on Sales Performance.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>KP --&gt; DDM</td>
<td>-0.262</td>
<td>0.096</td>
<td>-2.713</td>
<td>0.007</td>
</tr>
</tbody>
</table>

Source: AMOS Processing Results (2020)

Based on the results of Table 4, it is known that the influence of the direct digital marketing variable on the sales performance variable has a C.R (critical ratio) value of -2.713 (P = 0.007 ≤ 0.05).

H₅: Public Relations have a Positive and Significant Effect on Sales Performance

The following are the results of the AMOS test for the H5 hypothesis test shown in Table 5.

Table 5 Hypothesis Test Results for Variable Public Relations on Sales Performance

<table>
<thead>
<tr>
<th>Variable</th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>KP --&gt; PR</td>
<td>0.573</td>
<td>0.096</td>
<td>5.986</td>
<td>***</td>
</tr>
</tbody>
</table>

Source: AMOS Processing Results (2020)

Based on the results of Table 5, it is known that the effect of the public relations variable on the sales performance variable is a C.R (critical ratio) value of 5.986 (P = 0.001 ≤ 0.05).

H₆: Advertising Has a Positive and Significant Impact on Customer Loyalty

The following are the results of AMOS testing for the H6 hypothesis test shown in Table 6.

Table 6 Hypothesis Test Results for Advertising Variables on Customer Loyalty

<table>
<thead>
<tr>
<th>Variable</th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>LP --&gt; A</td>
<td>-0.154</td>
<td>0.114</td>
<td>-1.353</td>
<td>0.176</td>
</tr>
</tbody>
</table>

Source: AMOS Processing Results (2020)

Based on the results of Table 6, it is known that the influence of the advertising variable on the customer loyalty variable has a C.R (critical ratio) value of -1.353 (P = 0.176 ≥ 0.05).

H₇: Sales Promotion Has a Positive Effect on Customer Loyalty

The following are the results of AMOS testing for the H7 hypothesis test shown in Table 7.
Test Results for Table 7 Hypothesis Sales Promotion Variables Against Customer Loyalty

<table>
<thead>
<tr>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>LP &lt;-- SP</td>
<td>0.257</td>
<td>0.119</td>
<td>2.160</td>
</tr>
</tbody>
</table>

Source: AMOS Processing Results (2020)

Based on the results of Table 7, it is known that the influence of the sales promotion variable on the loyalty variable has a C.R (critical ratio) value of 2.160 (P = 0.031 ≤ 0.05).

H8: Personal Selling Has a Positive Effect on Customer Loyalty

The following are the results of AMOS testing for the H8 hypothesis test shown in Table 8.

Table 8 Hypothesis Test Results for Personal Selling Variables on Customer Loyalty

<table>
<thead>
<tr>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>LP &lt;-- PS</td>
<td>0.298</td>
<td>0.195</td>
<td>1.525</td>
</tr>
</tbody>
</table>

Source: AMOS Processing Results (2020)

Based on the results of Table 8, it is known that the influence of the personal selling variable on the customer loyalty variable has a C.R (critical ratio) value of 1.525 (P = 0.127 ≥ 0.05).

H9: Direct Digital Marketing Has a Positive Effect on Customer Loyalty

The following are the results of the AMOS test for the H9 hypothesis test shown in Table 9.

Table 9 Hypothesis Test Results for Direct Digital Marketing Variables on Customer Loyalty

<table>
<thead>
<tr>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>LP &lt;-- DDM</td>
<td>-0.262</td>
<td>0.096</td>
<td>-2.713</td>
</tr>
</tbody>
</table>

Source: AMOS Processing Results (2020)

Based on the results of Table 9, it is known that the influence of the direct digital marketing variable on the customer loyalty variable has a C.R (critical ratio) value of -2.713 (P = 0.018 ≤ 0.05).

H10: Public Relations Have a Positive Effect on Customer Loyalty

The following are the results of the AMOS test for the H10 hypothesis test shown in Table 10.
Table 10 Hypothesis Test Results for Variable Public Relations on Customer Loyalty

<table>
<thead>
<tr>
<th></th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>LP</td>
<td>---</td>
<td>0.338</td>
<td>0.110</td>
<td>3.084</td>
</tr>
</tbody>
</table>

Source: AMOS Processing Results (2020)

Based on the results of Table 10, it is known that the influence of the public relation variable on the customer loyalty variable has a C.R (critical ratio) value of 3.084 (P = 0.002 ≤ 0.05).

**H11: Advertising Has a Positive Effect on Sales Performance Through Customer Loyalty**

The following are the results of the AMOS test for the H11 hypothesis test shown in Table 11.

Table 11 Hypothesis Test Results for Advertising Variables on Sales Performance through Customer Loyalty

<table>
<thead>
<tr>
<th>Endogenous Variables</th>
<th>Exogenous Variables</th>
<th>Factor Loading</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Performance</td>
<td>Advertising</td>
<td>-0.202</td>
<td>-0.036</td>
<td>-0.238</td>
</tr>
</tbody>
</table>

Source: AMOS Processing Results (2020)

Based on the results of Table 11, it is known that the influence of advertising variables on sales performance through customer loyalty has a C.R (critical ratio) value of -1.943 (P = 0.052 ≥ 0.05).

**H12: Sales Promotion Affects Sales Performance through Customer Loyalty**

The following are the results of AMOS testing for the H12 hypothesis test shown in Table 12.

Table 12 Hypothesis Test Results for Sales Promotion Variables on Sales Performance through Customer Loyalty

<table>
<thead>
<tr>
<th>Endogenous Variables</th>
<th>Exogenous Variables</th>
<th>Factor Loading</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Performance</td>
<td>Sales Promotion</td>
<td>0.030</td>
<td>0.050</td>
<td>0.080</td>
</tr>
</tbody>
</table>

Source: AMOS Processing Results (2020)

Based on the results of Table 12, it is known that the influence of the sales promotion variable on sales performance through customer loyalty has a C.R (critical ratio) value of 0.337 (P = 0.736 ≥ 0.05).
H13: Hypothesis Test Results for Personal Selling Variables on Sales Performance through Customer Loyalty

The following are the results of the AMOS test for the H13 hypothesis test shown in Table 13.

Table 13 Hypothesis Test Results for Personal Selling Variables on Sales Performance through Customer Loyalty

<table>
<thead>
<tr>
<th>Endogenous Variables</th>
<th>Exogenous Variables</th>
<th>Factor Loading</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Performance</td>
<td>Personal Selling</td>
<td>Direct 0.332</td>
<td>0.053</td>
<td>0.385</td>
</tr>
</tbody>
</table>

Source: AMOS Processing Results (2020)

Based on the results of Table 13, it is known that the influence of the personal selling variable on sales performance through customer loyalty has a C.R (critical ratio) value of 2.367 (P = 0.018 ≤ 0.05).

H14: Hypothesis Test Results For Direct Digital Marketing Variables On Sales Performance Through Customer Loyalty.

The following are the results of the AMOS test for hypothesis testing H14 shown in Table 14.

Table 14 Hypothesis Test Results for Direct Digital Marketing Variables on Sales Performance through Customer Loyalty

<table>
<thead>
<tr>
<th>Endogenous Variables</th>
<th>Exogenous Variables</th>
<th>Factor Loading</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Performance</td>
<td>Direct Digital Marketing</td>
<td>Direct 0.332</td>
<td>0.053</td>
<td>0.385</td>
</tr>
</tbody>
</table>

Source: AMOS Processing Results (2020)

Based on the results of Table 14, it is known that the influence of the direct digital marketing variable on sales performance through customer loyalty has a C.R (critical ratio) value of -2,713 (P = 0.007 ≤ 0.05).

H15: Hypothesis Test Results for Variable Public Relations on Sales Performance through Customer Loyalty

The following are the AMOS test results for hypothesis testing H15, which are shown in Table 15.
Table 15 Hypothesis Test Results for Variable Public Relations on Sales Performance through Customer Loyalty

<table>
<thead>
<tr>
<th>Endogenous Variables</th>
<th>Exogenous Variables</th>
<th>Factor Loading</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Performance</td>
<td>Public Relation</td>
<td>Direct -0.380</td>
<td>Indirect -0.081</td>
<td>Total Effect -0.460</td>
<td>C.R. 5.986</td>
<td>P 0.001</td>
</tr>
</tbody>
</table>

Source: AMOS Processing Results (2020)

Based on the results of Table 15, it is known that the effect of the public relation variable on sales performance through customer loyalty has a C.R (critical ratio) value of 5.986 (P = 0.001 ≤ 0.05).

H16: *Loyalty has a positive effect on customer performance*

The following are the results of the AMOS test for the H16 hypothesis test shown in Table 16.

Table 16 Hypothesis Test Results for Loyalty Variables to Sales Performance

<table>
<thead>
<tr>
<th></th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>KP &lt;-- LP</td>
<td>0.133</td>
<td>0.049</td>
<td>2.696</td>
<td>0.007</td>
</tr>
</tbody>
</table>

Source: AMOS Processing Results (2020)

Based on the results of Table 16, it is known that the influence of the customer loyalty variable on the sales performance variable has a C.R (critical ratio) value of 2.696 (P = 0.007 ≤ 0.05).

2. Direct and Indirect Influence

The direct role of an independent variable on the dependent variable in a hypothesis can be seen in the indirect effect value for AMOS processing. To determine whether an independent variable has a direct or indirect effect on the dependent variable, it is necessary to compare the immediate value in the standardized direct effects table with the standardized indirect effects table. An independent variable is said to directly affect the dependent variable if the direct value in the standardized direct effects table is greater than the value in the standardized indirect effects table. To determine the direct and indirect relationship between variables based on the hypothesis in this study, the following analysis was carried out:

Table 17 Direct and Indirect Test Results

<table>
<thead>
<tr>
<th></th>
<th>Direct</th>
<th>Indirect</th>
<th>Total Effect</th>
<th>Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer loyalty ← Advertising</td>
<td>-0.190</td>
<td>0.000</td>
<td>-0.190</td>
<td>Direct</td>
</tr>
<tr>
<td>Customer loyalty ← Sales Promotion</td>
<td>0.263</td>
<td>0.000</td>
<td>0.263</td>
<td>Direct</td>
</tr>
<tr>
<td>Customer loyalty ← Personal Selling</td>
<td>0.279</td>
<td>0.000</td>
<td>0.279</td>
<td>Direct</td>
</tr>
<tr>
<td>Customer loyalty ← Direct Digital</td>
<td>-0,423</td>
<td>0.000</td>
<td>-0,423</td>
<td>Direct</td>
</tr>
</tbody>
</table>
From the results in table 17, the results show that only the compensation variable has direct <indirect values. So for the variables, advertising, sales promotion, personal selling, direct digital marketing, and public relations do not directly impact sales performance. For variables with the highest influence value is in the public relations variable on customer loyalty with a total effect value of 0.326. The existence of public relations will increase customer loyalty.

From the results of data processing using AMOS 22 in this study, the managerial implications that can be shown in the role of each manifest variable (indicator) on their involvement in each latent variable in this study can be concluded as follows:

**a) Direct Advertising Has a Positive and Significant Effect on Sales Performance**

Based on the analysis test results, it can be concluded that advertising has no and insignificant effect on sales performance. From the results of this hypothesis testing, H1 is rejected. These results do not support the theory of Baldauf et al. (2002) stated that salespeople's attitudes and other characteristics influence a salesperson's high performance. One of the skills of the salesperson is advertising or advertising. These results are also not the same as previous research conducted by A. George Assaf, Alexander Josiassen, Anna S. Mattila, Ljubica Knezevic Cvelbar (2015), who obtained research results on advertising that had a positive relationship with sales performance.

**b) Sales Promotion Directly Has Positive and Significant Effects on Sales Performance**

The results of the analysis test prove that sales promotion has no and insignificant effect on sales performance. From the results of this hypothesis test, H2 is rejected. These results do not support the theory of Baldauf et al. (2002) stated that a salesperson's high performance is influenced by attitude and other characteristics or sales promotion. These results also do not support previous research conducted by Nana, Gloria, and Kwamena (2011), which states that the promotion mix (sales promotion) has a significant positive effect on sales performance.
c) Personal Selling Directly Has a Positive and Significant Effect on Sales Performance

The analysis test results prove that personal selling has a positive and significant effect on sales performance. From the results of this hypothesis test, H3 is accepted. Supported by the theory of Baldauf et al. (2002) stated that salespeople's attitudes and other characteristics influence salesperson's high performance. Salesperson's expertise in personal selling in attracting consumers. These results also support Nana, Gloria, and Kwamena's (2011) research, which states that the promotion mix has a significant positive effect on sales performance, where personal selling is included in the promotion mix.

d) Direct Digital Marketing has a Positive and Significant Effect on Sales Performance

So it can be concluded that direct digital marketing has a positive and significant effect on sales performance. From the results of this hypothesis test, H4 is accepted. Supported by the theory of Baldauf et al. (2002) stated that salespeople's attitudes and other characteristics influence salesperson's high performance. The expertise of salespeople in doing direct digital marketing in attracting consumers. These results also support previous research conducted by Nana, Gloria, and Kwamena (2011), which states that the promotion mix has a significant positive effect on sales performance. One of them that is included in the promotion mix is direct digital marketing.

e) Public Relations Directly Has Positive and Significant Effects on Sales Performance

It can be concluded that public relations have a positive and significant effect on sales performance. From the results of this hypothesis test, H5 is accepted and following the theory of Baker (1999), which states that sales performance can be measured through the ability to gain high market share for the company, an increase in the number of product sales, and the ability to sell products with high-profit margins. These results support the research conducted by Gloria and Kwamena (2011), which states that the promotion mix has a significant positive effect on sales performance. One of them that is included in the promotion mix is public relations.

f) Direct Advertising Has a Positive and Significant Impact on Customer Loyalty

Based on the test results, it is known that advertising has no and insignificant effect on customer loyalty. From the results of this hypothesis test, H6 is rejected. This result shows that it does not support previous research conducted by Iman Firdaus et al (2019), Wan Ping Hi et al (2011), and Nyoman Putri Widyasari et al (2019), which shows the results that promotion mix has a significant positive effect on customer loyalty, where advertising is in the promotion mix.

g) Sales Promotion Directly Has Positive and Significant Impact on Customer Loyalty

So it can be concluded that sales promotion has a positive and significant effect on customer loyalty. From the results of this hypothesis test, H7 is accepted.
This research supports research conducted by Iman Firdaus et al. (2019), Wan Ping Hi et al. (2011), and Nyoman Putri Widyasari et al. (2019).

h) Personal Selling Directly Has Positive and Significant Influence on Customer Loyalty

The test results prove that personal selling has no effect and is not significant towards customer loyalty. From the results of this hypothesis test, H8 is rejected. The results of this study do not support previous research conducted by Iman Firdaus et al. (2019), Wan Ping Hi et al. (2011), and Nyoman Putri Widyasari et al. (2019), which show the results that the promotion mix has a significant positive effect on customer loyalty, where personal selling is part of the promotion mix.

i) Direct Digital Marketing Directly Has Positive and Significant Effects on Customer Loyalty

The analysis test results show that direct digital marketing has a positive and significant effect on customer loyalty. From the results of this hypothesis test, H9 is accepted. These results support the research of Iman Firdaus et al. (2019), Wan Ping Hi et al. (2011), and Nyoman Putri Widyasari et al. (2019).

j) Public Relations Directly Has Positive and Significant Effects on Customer Loyalty

From the results of this hypothesis test, H10 is accepted. So support previous research conducted by Iman Firdaus et al. (2019), Wan Ping Hi et al. (2011), and Nyoman Putri Widyasari et al. (2019), which show the results that the promotion mix has a significant influence positive on customer loyalty, where public relations are in the promotion mix.

k) Advertising Indirectly Has a Positive and Significant Impact on Sales Performance through Customer Loyalty

So it can be concluded that advertising has no and insignificant effect on sales performance through customer loyalty. From the results of this hypothesis test, H11 is rejected. This does not support research conducted by A. George Assaf, Alexander Josiassen, Anna S. Mattila, Ljubica Knezevic Cvelbar (2015), who obtained research results on advertising’s positive relationship with sales performance.

l) Sales Promotion Indirectly Has Positive and Significant Impact on Sales Performance through Customer Loyalty

It can be concluded that sales promotion has no and insignificant effect on sales performance through customer loyalty. From the results of this hypothesis test, H12 is rejected. These results do not support the research that has been conducted by Iman Firdaus et al. (2019), which shows that the promotion mix has a significant positive effect on customer loyalty, where sales promotion is one of the factors of the promotion mix.

m) Personal Selling Indirectly Has Positive and Significant Impact on Sales Performance through Customer Loyalty

So it can be concluded that personal selling has a positive and significant effect on sales performance through customer loyalty. From the results of this hypothesis test, H13 is accepted. These results support Nana et al. (2011) research,
which states that the promotion mix has a significant positive effect on sales performance, where personal selling is included in the promotion mix.

n) Direct Digital Marketing Indirectly Has Positive and Significant Impacts on Sales Performance through Customer Loyalty

It is known that direct digital marketing has no and significant effect on sales performance through customer loyalty. From the results of this hypothesis test, H14 is rejected. These results do not support the research that has been conducted by Wan Ping Hi et al. (2011) and Nyoman Putri Widyasari et al. (2019), which show that the promotion mix has a significant positive effect on customer loyalty.

o) Public Relations Indirectly Has a Positive and Significant Effect on Sales Performance through Customer Loyalty

So the results of this study show that public relations positively affect sales performance through customer loyalty. From the results of this hypothesis test, H15 is accepted. These results support the research conducted by Iman Firdaus et al. (2019), Wan Ping Hi et al. (2011), and Nyoman Putri Widyasari et al. (2019).

p) Customer Loyalty Has a Positive and Significant Effect on Sales Performance

So it can be concluded that customer loyalty has a positive and significant effect on sales performance. From the results of this hypothesis test, H16 is accepted. It proves that it is following Griffin’s (2005: 16) theory, which states that loyalty is aimed at a behavior shown by routine purchases based on decision making. A customer will be loyal to one of them because of the efforts of sales performance. The results of this study are the first studies because there is no supporting research. These results can be a reference for one of the variables for further analysis.

E. CONCLUSION

The results of this study found that advertising had no positive and insignificant effect on sales performance. This means that the ups and downs of advertising will not affect sales performance. Companies’ advertising activities are not optimal, especially regarding product information conveyed on flyers is still poorly understood by customers to not affect sales performance.

Sales promotion has no positive and insignificant effect on sales performance. This means that the ups and downs of sales promotions will not affect sales performance, sales promotion activities will not affect sales performance. In running sales promotions, the company must provide exact promotional requirements to increase sales performance.

Personal selling has a positive and significant effect on sales performance. This means that the more companies increase personal selling activities, it will help improve sales performance. Personal selling activities carried out by giving an attractive appearance to all store elements and management can attract buyers and help improve sales performance.

Direct digital marketing has a positive and significant effect on sales performance. This means that if the company increases its direct digital marketing
activities, sales performance will increase. The company’s direct digital marketing activities help improve sales performance, especially the polite attitude given by servers or managers when face-to-face selling to visitors to help improve sales performance.

Public relations have a positive and significant effect on sales performance. This means that the company’s public relations activities can improve sales performance. The company’s public relations activities, especially regarding information to customers, can improve sales performance.

Advertising has no positive and insignificant effect on customer loyalty. This means that the ups and downs of advertising will not affect customer loyalty. These results indicate that the company’s advertising activities are not optimal, especially regarding the product information presented on the flyer is still poorly understood by customers so that it does not affect customer loyalty.

Sales promotion has a positive and significant effect on customer loyalty. This means that the ups and downs of sales promotions will affect customer loyalty. This explains that sales promotion activities carried out by the company affect customer loyalty. In running sales promotions, the company must provide exact promotional requirements to increase sales performance.

Personal selling has no positive and insignificant effect on customer loyalty. This means that the more companies increase personal selling activities will not help increase customer loyalty. Personal selling activities carried out by giving an attractive appearance to all elements of the store and management can attract buyers and help increase customer loyalty.

Direct digital marketing has a positive and significant effect on customer loyalty. This means that if the company increases direct digital marketing activities, customer loyalty will increase. Direct digital marketing activities carried out by the company help increase customer loyalty, especially the polite attitude given by servers or managers when selling face to face to visitors, thereby increasing customer loyalty.

Public relations have a positive and significant effect on customer loyalty. This means that public relations activities carried out by the company can increase customer loyalty. Public relations activities are carried out by companies, especially regarding news stores that provide information to customers so that customers get the latest information about the store and increase customer loyalty.

Advertising does not affect sales performance through customer loyalty. This means that customer loyalty is not able to help influence advertising on sales performance. These results indicate that customer loyalty occurs because the company’s advertising activities are not optimal, mainly regarding product information conveyed on flyers is still poorly understood by customers, so it does not affect sales performance.

Sales promotion does not affect sales performance through customer loyalty. This means that increased customer loyalty due to sales promotion activities will not affect sales performance. This explains that sales promotion activities carried out by
the company do not affect sales performance. In running sales promotions, the company must provide exact promotional requirements to increase sales performance.

Personal selling affects employee performance through customer loyalty. This means that the more companies increase personal selling activities, it will increase customer loyalty to help improve sales performance. Personal selling activities are carried out by giving an attractive appearance to all store and management elements, thereby increasing customer loyalty and being able to attract buyers and help improve sales performance.

Direct digital marketing has no positive and significant effect on sales performance through customer loyalty. This means that if the company increases direct digital marketing activities, customer loyalty will not increase. Direct digital marketing activities carried out by the company are lacking in helping improve sales performance.

Public relations affect sales performance through customer loyalty. This means that public relations activities carried out by companies make customers loyal to the company and can improve sales performance. Public relations activities carried out by companies, especially regarding news stores that provide information to customers and can improve sales performance.

Customer loyalty has a positive and significant effect on sales performance. This means that customer loyalty can improve sales performance. Increased customer loyalty will recommend products to people they know to increase sales performance.

Following the conclusions in the results of this study found that this research is proven to strengthen theoretical concepts in Marketing Management. This concept can be a reference for other researchers who might be used. With the development of this study’s results, it is hoped that research in the field of Marketing Management that is mutually sustainable and synergized for organizations in supporting increased customer loyalty and sales performance is expected to achieve every company’s vision and mission.

In the advertising variable, it is necessary to improve where it is still considered not having a high enough impact on customer loyalty and sales performance. Even though the company’s advertising has been done well, it is still not maximal, so it doesn’t increase customer loyalty and sales performance. In the public relations variable, being the variable with the highest value means that the company’s public relations activities are good enough and help increase customer loyalty and sales performance. Public relations activities are essential for companies because they can establish relationships with customers and improve customer loyalty and sales performance.

This study's results can be used as input for companies to pay more attention to sales promotion, direct digital marketing, and public relations because they can affect customer loyalty. Meanwhile, companies can pay attention to personal selling, direct digital marketing, public relations, and customer loyalty to improve sales performance.
performance. For further researchers, it is hoped that they can examine other variables that can affect customer loyalty and sales performance, such as product knowledge, brand reputation, customer satisfaction, service quality, and others.

REFERENCES