

Marketing Strategy During The Covid-19 Pandemic and Its Influence on The Purchase Decision of Subsidized Housing In Maros Regency: Mixed-Method Approach

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Abstrak

This study aims to analyze the marketing strategy of subsidized housing during the covid-19 pandemic and its effect on purchasing decisions. The research phase begins with a qualitative approach to formulating hypotheses through a mixed-method approach with sequential exploratory design. In this stage, data we collect data from interviews with subsidized housing developers in Maros Regency, South Sulawesi. The final result of the qualitative stage is to develop a hypothesis that service quality (servqual) and word of mouth (wom) affect the purchase decision. Furthermore, we collected data from 132 low-income communities (MBR) and bought subsidized houses in Maros Regency with a quantitative approach. With the analysis of Structural Equation Modeling (SEM) using AMOS 23, the results of this study indicate that servqual has a positive and significant effect on WOM and purchase decisions. Likewise, the influence of WOM on purchase decisions is positive and significant. The results of the analysis also show that WOM is a variable that is able to mediate the relationship between servqual and purchase decisions.

Kata Kunci: service quality, word of mouth, purchase decision, subsidized housing

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INTRODUCTION

The Covid-19 pandemic and all its economic impacts have been the subject of hot studies in the last two years. The world's unpreparedness in facing a pandemic has always been an exciting topic to discuss. During this pandemic, we can see how big countries' economies have experienced a significant decline, including Indonesia.

The released data [BPS \(2021\)](#), as seen in Figure 1, shows that in 2020, the Indonesian economy experienced a decline of 2.07% compared to 2019. This condition was due to increased government spending amid reduced state revenues.

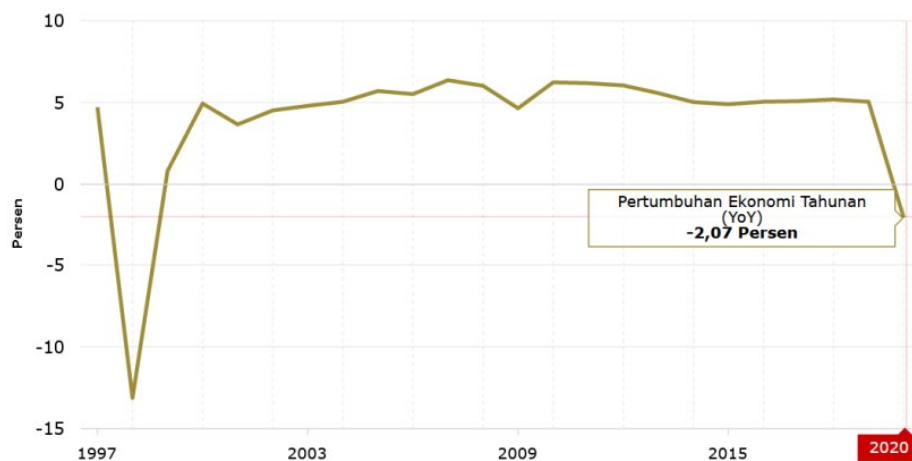


Figure 1. Indonesia's Economic Growth 1997-2020(BPS, 2021)

However, the same data also states that several business sectors are still experiencing a positive growth trend, including the real estate sector, which grew 2.32%. This information is interesting considering that the need for residential houses has not decreased during this COVID-19 pandemic. This data is supported by a statement from the Ministry of Public Works and Housing (PUPR) which states that the difference between demand and housing availability (backlog) is still very high.

In 2020, the housing backlog will reach 7.64 million units (Patriella, 2020). This issue has always been a challenge for the government. The 1 million houses program launched in 2015 seems unable to address the community's need for housing, increasing day by day. On the other hand, the high demand for residential houses is an opportunity for housing developers to compete for buyers.

This study analyzes the marketing strategy and its influence on purchasing subsidized housing in Maros Regency. Based on data(Sikumbang, 2021), Maros Regency has a level of availability of subsidized housing as many as 3,937 units, with the need for subsidized housing for 1,623 people.

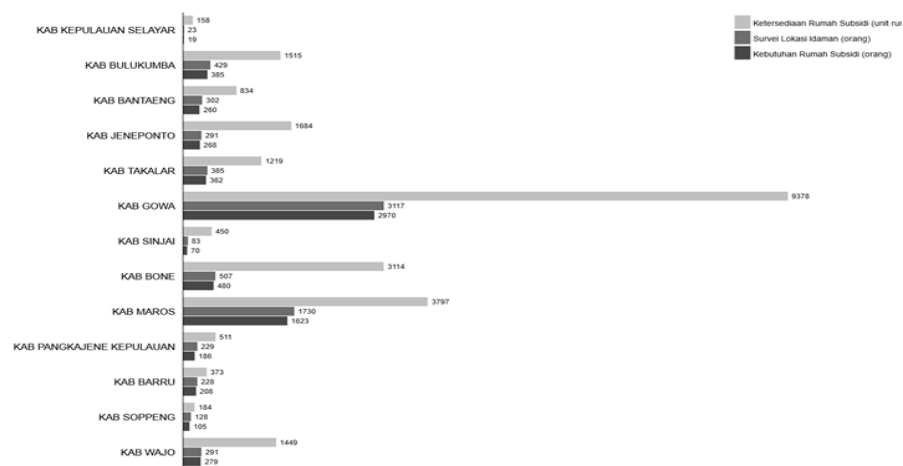


Figure 2. Graph of South Sulawesi Subsidized Housing Supply-Demand (Sikumbang, 2021)

Subsidized mortgages are loans/financing for homeownership that receives assistance and facilities from the government, in the form of long-term, low-cost funds and housing subsidies issued by the Implementing Bank, both conventionally and with sharia principles (Ministry of Public Works and Public Housing, 2019). This credit is given to Low-Income Communities (MBR).

MBR are people who have limited purchasing power, so they need government support to get a house. Because they have limited purchasing power, MBR are categorized as people who have an income of not more than 8 million rupiah (Housing, 2020)

In this program, the Ministry of Public Works and Housing cooperates with banks as the executor of subsidized mortgages. In 2020, subsidized mortgages ran through the Housing Financing Liquidity Facility (FLPP) program have realized 70,335 mortgage units (PPDPP, 2020).

Many studies on subsidized mortgages have been carried out from various points of view, such as the effectiveness of disbursement by banks (Kennedy et al., 2020), sustainability of program implementation (Wei & Chiu, 2018), aspects of the quality offered (Bramantyo et al., 2019), and comfort as well as the level of health of subsidized home buyers (Agarwal et al., 2018; Leung et al., 2019; Lipsitz et al., 2019). Some of the essential points from these studies are the government's involvement as a provider of subsidies to ensure that the subsidized houses sold have eligibility that meets standards.

This research is important because subsidized housing targets Low-Income Communities (MBR) that are also affected by changes in economic conditions during this pandemic (Wandari, 2020). Although government programs fully support people's desire to own a house, current economic conditions can also affect their ability to pay. Developers who have built subsidized houses want the houses they provide to be sold. Therefore, the right marketing strategy is needed to deal with the current economic conditions. By using the mixed method, this study provides a comprehensive study of the marketing strategies that have been carried out and how they affect purchasing decisions.

METHOD

This study uses a mixed-method with a sequential exploratory design approach. Sugiyono (2018) explained that the stages of a qualitative approach initiated this type of research to find hypotheses based on data collection through interviews and literature

review. The hypotheses found were then tested with a quantitative approach through data collection using questionnaires distributed to respondents.

We collected the data from interviews conducted with subsidized housing developers in Maros Regency at the qualitative stage. The interview results found out the variables used as part of the marketing strategy that influences purchasing decisions. The next stage is to distribute an online questionnaire that contains statement items following the measurement of the variable. With the purposive sampling technique, data was collected from conditional respondents, namely MBR, who had purchased subsidized housing in Maros Regency during the COVID-19 pandemic (period 2019-2021).

The collected data then goes through a screening process to ensure no data containing error values. After confirming that there are no outliers in the data, testing is carried out before the data is used to measure the relationship between variables in this study.

This study uses Structural Equation Modeling with the AMOS 23 application. The first stage of the data testing is using the Confirmatory Factor Analysis (CFA) technique. This test aims to confirm that each indicator contains valid and reliable data. An indicator is said to have a valid value if the loading factor coefficient (λ) > 0.5 ; CR 2; and P-Value < 0.05 (Ghozali, 2017). Indicator reliability is indicated by Cronbach's Alpha value > 0.6 and Construct Reliability (CR) > 0.7 . CR, which is between 0.6 - 0.7, can still be used as a standard provided that the indicator has a valid loading factor (Ghozali, 2017, p. 144)

The next test is the model suitability test seen from the goodness of fit value in the AMOS output. The model can be declared appropriate if it has a small chi-square value, CMIN/DF < 2 ; CFI > 0.9 ; TLI > 0.9 ; AGFI > 0.9 ; and RMSEA 0.03-0.08 (Byrne, 2016; Ghozali, 2017; Hollebeek et al., 2014). By meeting the expected goodness of fit value, the final model produced is declared to conform to the conceptualized model. After these testing stages, the data is able to measure the influence between variables conceptualized with structural equation modeling.

RESULT AND DISCUSSION

Result

Because this study uses a mixed-method, we divided the results of this study into two parts based on the outputs of each approach.

Qualitative approach

After conducting a field study, we interviewed subsidized housing developers, who began by interviewing marketing managers, marketing staff, and administrative staff involved in the marketing flow of subsidized mortgages. This gradual interview also aims to validate data from the results of one interview with another.

The first phase: to the marketing manager, we asked about marketing problems during this pandemic. Here are the main points of the answers given:

"....Slightly different from the previous year, in 2021, the subsidized housing quota provided by the government is more. This condition is very beneficial for us from the marketer's side. However, the COVID-19 pandemic has forced banks as the executors of providing mortgages to make a more stringent selection in granting credit approvals. This issue is a challenge for us because even though there are many available quotas, the eligibility of MBR to get credit, especially the ability to pay, is a big consideration for banks."

We continue with the central core, namely, what marketing strategies have been carried out during this pandemic. Here's the answer:

".....ah I think because subsidized houses have sales standards and rules set by the government, we cannot compete on price issues. We can provide full service to MBR during the credit application process until credit approval is given and MBR occupies the subsidized house that we sell. The filing process is an important step. The speed with which the bank gives the credit approval depends on the ability of the prospective buyer to complete the required files. All departments involved in marketing must provide support to potential buyers in completing the file."

Second phase: to confirm the answer from the marketing manager, we interviewed the marketing administration staff responsible for filing the mortgage application. The main point we ask is what kind of service from the filing process they provide to MBR. Here's the answer:

"One of the differences between subsidized and non-subsidized KPR is that more credit application documents are required for subsidized KPR. This form is because credit applications are submitted to the banking sector and the government as a subsidy provider. Completing this more complex file presents its obstacles for MBR, especially in terms of time. To overcome this, we provide special assistance for MBR who apply for credit, such as helping to make online NPWP for MBR who do not yet have a NPWP or opening an online account for MBR who applies to a bank that requires opening a special KPR account. In addition to providing convenience for MBR, this process also speeds up mortgage applications for approval to maximize sales. And...ah...we also assist MBR in the interview process with banks. This service gives MBR a sense of comfort because it increases their confidence in facing the interview process, which is an important part of the credit worthiness analysis."

We also asked the administrative staff how the services provided were after the bank approved the mortgage application. Here's the answer:

"We are committed to providing services on an ongoing basis so that MBR can occupy their homes comfortably. We provide a special hotline so that MBR can make complaints or provide criticism and suggestions. Other relevant sections then follow up these criticisms and suggestions. We do this to give MBR a sense of comfort. We believe that by feeling comfortable, the MBR who has lived in our housing will participate in spreading positive information to the people around them about the house they live in."

Third phase: this stage is one of the most decisive stages in this qualitative approach. We interviewed marketing staff who were the first to meet directly with MBR to market their subsidized housing products. Directly to the main point that we ask is the strategy carried out in marketing during this pandemic. Here's an answer from one of the marketing team leaders:

"Selling subsidized houses has its challenges because it is not just how to find a buyer, but also to be able to ensure that the bank approves the mortgage application. The large number of document requirements and the quota for subsidizing make us have to be fast in serving MBR who are interested in buying. We provide direct assistance in the process of completing the required files. For example, many MBRs have complex population data, which hampers entering data at the bank. We assist MBR in the data correction process as a form of service, either directly accompanying the dukcapil office or online assistance. MBR also does not need to come to the marketing office to deposit the files because we will pick them up directly. Services is the main key (laugh)..."

The next question we ask is how MBR, who wants to buy a subsidized house, can find out what kind of services they can get if they buy a subsidized house that is offered? Here are the answers were given:

"...Nowdays, prospective buyers are smart, really smart. They find out in advance about the subsidized housing they want. Therefore, the initial information they receive will be one of the factors that will determine whether or not the MBR is willing to buy our subsidized house. In our experience, compared to the promotional language we provide, MBR is more interested if the information it gets is directly from people who have previously enjoyed our services. Given the importance of disseminating this positive information, we always strive to provide the best service to every MBR that comes into contact with us."

From the three stages of interviews we conducted, we decided that service quality (servqual) is an antecedent in encouraging subsidized housing purchasing. However, as the final explanation from the marketing team leader, the information received by potential buyers will also determine purchasing decisions. In addition to directly affecting purchase decisions, we think that servqual will also encourage Word of Mouth (WoM) to further influence purchasing decisions. Thus, the results of this qualitative stage are:

Hypothesis 1 (H1): Servqual has a positive and significant effect on purchase decisions

Hypothesis 2 (H2): Servqual has a positive and significant effect on WoM

Hypothesis 3 (H3): WoM has a positive and significant effect on purchase decisions

Hypothesis 4 (H4): WoM mediates the effect of servqual on purchase decisions

Quantitative approach

To measure Servqual, WoM, and Purchase decision, we use indicators based on references from relevant previous studies. Servqual is measured by responsiveness, assurance, empathy, and reliability (Ramanathan et al., 2018; Sharma et al., 2021; Tešić, 2020). Responsiveness is the developer's speed and responsiveness in assisting the mortgage application process, assurance is the assurance of certainty provided by the developer regarding the process of buying subsidized housing, empathy is the developer's concern for the obstacles faced by MBR in applying for credit, and reliability is the reliability shown by each department. that supports the mortgage application process

WoM in this study is measured by product information, intensity, and talker (Irwanto et al., 2013; Jalilvand & Samiei, 2012; Sweeney et al., 2012). Product information is the information about subsidized housing discussed directly by word of mouth, intensity is the intensity of the discussion about subsidized housing, and talkers are people who talk about subsidized housing. Purchase decision as the dependent variable in this study is measured by searching for information, corporate image, and product choice (Kurniawan et al., 2020; Rachmawati et al., 2019; Saputra et al., 2019; Wahyu et al., 2021; Wijaya, 2019)

Collecting data through a questionnaire containing statement items that are weighted based on a Likert scale of 1-7 where 1 = strongly disagree; 2 = disagree; 3 = somewhat disagree; 4 = doubtful; 5 = somewhat agree; 6 = agree; and 7 = strongly agree with the statement. After going through the screening process, the respondents who were declared to have provided complete data were 132 people, as shown in Table 1

Table.1 Respondents Characteristics

Characteristics		Frequency	Percentage
Gender	Male	96	72.7
	female	36	27.3
Total		132	100
Profession	Private sector employee	83	62.9
	Entrepreneur	32	24.2
	Civil servant	17	12.9
Total		132	100
Income (per month)	Rp. 3,000,000 - 5,000,000	73	55.3
	Rp. 5,000,001 - 8,000,000	59	44.7
Total		132	100
Type of Bank Where to Apply for KPR	Sharia	49	37.1
	Conventional	83	62.9
Total		132	100

The data also went through the normality assumption test with the results shown in table 2. The skewness and kurtosis values were in the range of +/-2.58, indicating that the data were normally distributed.

Table 2. Assessment of Normality

Variable	min	max	skew	cr	kurtosis	cr
Searching for Information	5,000	10,000	-.426	-1,998	-.334	-.783
Corporate Image	5,000	10,000	-.224	-1.051	-.862	-2.022
Product Choice	4,000	10,000	-1.109	-5,203	2,324	5.450
Responsiveness	6,000	15,000	1.066	5,000	.650	1.523
Assurance	9,000	15,000	.451	2.115	-.852	-1,998
Empathy	5,000	10,000	.866	4.062	-.444	-1.041
Reliability	5,000	10,000	.538	2,523	-1.005	-2.357
Product Information	9,000	15,000	-.300	-1.407	-.740	-1.734
Intensity	9,000	15,000	-.658	-3.085	-.584	-1,369
Talkers	4,000	10,000	-.728	-3.414	.412	.967
Multivariate					14,679	5.443

Source: AMOS output;

After the screening process, we tested the data using the CFA technique. The test results can be seen in figure 3

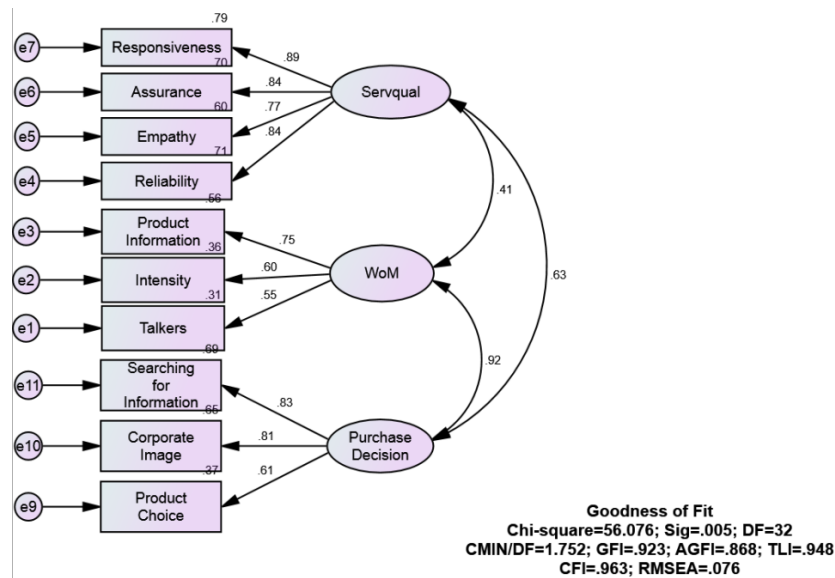


Figure 3. Confirmatory Factor Analysis (CFA)

The output of this test, as seen in table 3

Table 3. CFA Results

Variables	Indicator	Loading Factor	CR	P-Value	Cronbach's Alpha	Construct Reliability
Servqual	Reliability	0.842	Reference Point		0.87	0.9
	Empathy	0.773	10.192	***	0.86	
	Assurance	0.839	11,477	***	0.86	
	Responsiveness	0.887	12,374	***	0.86	
WoM	Talkers	0.75	Reference Point		0.88	0.67
	Intensity	0.6	5,000	***	0.88	
	Product Information	0.55	5.418	***	0.87	
Purchase Decision	Product Choice	0.61	Reference Point		0.87	0.8
	Corporate Image	0.81	6,849	***	0.86	
	Searching for Information	0.83	6.894	***	0.86	

Source: AMOS output; *** = $P < 0.001$

As seen on Tabel 4, each indicator has a value of > 0.5 ; $CR > 2$; and $p\text{-value} < 0.05$, which means that all indicators have valid data. Construct reliability is indicated by the value of construct reliability > 0.6 and Cronbach's alpha > 0.7 . Thus, the confirmed data is validly and reliably able to measure the construct.

The following testing stage is to confirm the suitability of the model based on the goodness of fit standard of the AMOS output, as shown in Table 4

Model Fit Testing	Cut of Value	Result	Remark
Chi-Square	df = 32, X ² = 46,195	56.076	Marginal
Significance	0.05	0.005	Marginal
CMIN/DF	2	1,752	Fit
GFI	0.90	0.923	Fit
AGFA	0.90	0.868	Marginal
TLI	0.90	0.948	Fit
CFI	0.90	0.963	Fit
RMS	0.03 - 0.08	0.076	Fit

Table 4. Goodness of Fit

Source: AMOS output

As shown in table 4 the model has met the standard of conformity indicated by CMIN/DF = 1.752; GFI=0.923; TLI=0.948; CFI=0.963; and RMSEA = 0.076. Although some measurements still show marginal values, structurally, the final model (Figure 4) has conformity with the conceptualized model. Thus, the final model in this study is shown in figure 4

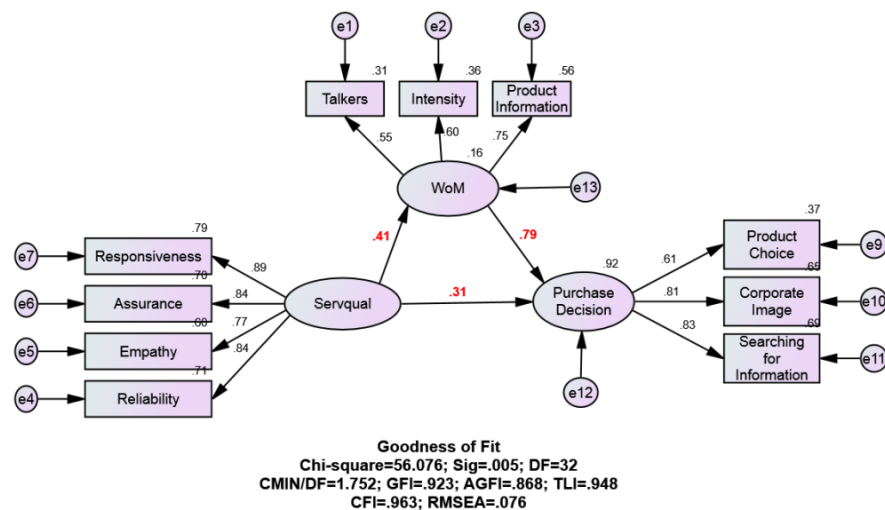


Figure 4 Structural Equation Modeling

As seen in figure 4 and table 3, the largest measurement of servqual is given by responsiveness ($\lambda=0.89$), then reliability and assurance with the same loading factor ($\lambda=0.84$) and empathy ($\lambda=0.77$). In WoM, product information can provide the largest measurement ($\lambda=0.75$), then intensity ($\lambda=0.60$) and talkers ($\lambda=0.55$). While the purchase decision, searching for information provides the largest measurement ($\lambda = 0.83$), then corporate image ($V = 0.81$) and product choice ($\lambda = 0.61$).

Hypothesis testing

Based on the results of data processing, the hypothesis testing in this study is shown in table 5

Table 5 Hypothesis testing

Hypothesis	Standardize d estimate	Estimate	Standard Error	Critical Ratio	P- Value	Result
H1: Servqual → Purchase Decision	0.31	0.163	0.048	3.416	***	Supported
H2: Servqual → Word of Mouth	0.41	0.333	0.092	3,612	***	Supported
H3: Word of Mouth → Purchase Decision	0.79	0.505	0.103	4.894	***	Supported
H4: Servqual → Word of Mouth → Purchase Decision	0.32	estimates/bootstrap (two-tailed significance-BC)			0.009	Supported

Source: AMOS output; ***=P < 0.001

As shown in table 5, servqual has a positive and significant effect on purchase decisions with a coefficient value of 0.31 and p-value < 0.01. Thus, H1 is accepted. Servqual also has a positive and significant effect on Word of Mouth with a coefficient value of 0.41 and a p-value < 0.01 (H2 is accepted). The test results also show that Word of Mouth has a positive and significant effect on purchase decisions with a coefficient value of 0.79 and a p-value < 0.01 (H3 is accepted). For indirect relationship, the test results show that the effect of servqual on purchase decisions through word of mouth is positive and significant, with a coefficient value of 0.32 and a p-value of 0.009. Thus, H4 is also accepted. Word of mouth is able to mediate the effect of servqual on purchase decisions.

Discussion

The results of this study confirm previous studies which state that service quality can improve purchasing decisions. These results are also in line with the statement that in the property market, competition for companies engaged in real estate has shifted from product and price competition to competition in the form of providing quality service (Lin et al., 2020). Especially for subsidized housing development companies whose prices and specifications have been determined by the government.

We support the study, which states that organizations must provide good service quality (Pakurár et al., 2019). Based on the results of this study, we believe that with all the provisions and sales standards that the government has regulated, improving service quality is one of the main tricks and strategies that can encourage MBR to buy the subsidized housing offered. Good service quality will make the subsidized housing offered an option among existing alternatives.

The results of this study also support previous studies which stated that servqual is an antecedent of word of mouth (Liu & Lee, 2016; Sweeney et al., 2012).

Good service will leave a good impression. From this impression, someone will voluntarily give or tell about the product they have ever tasted. However, it should also be noted that, with the critical role of word of mouth, subsidized housing development companies must first ensure that the services provided are of the best and quality. Because like two equally sharp sides, poor service quality will also leave a bad impression to be disseminated to others.

This study also shows that word of mouth is able to mediate the effect of servqual on purchase decisions. It can be interpreted that improving service quality will encourage the dissemination of information about the products offered. Information providers (talkers), the intensity of the discussion, and detailed and exciting information about subsidized housing will encourage MBR to make purchasing decisions. Interesting to see that such a statement by Kotler (2012b) that before making a decision, the process of searching for information and comparing the product with all available alternatives will determine the purchase decision.

Thus, we argue that, apart from maintaining service quality, developers can also try to maximize word of mouth promotion strategies by using electronic services (e-WOM). However, this has to go through a more profound analysis. Because, as explained earlier, product and price are no longer an attraction for MBR to buy subsidized housing. Thus, the e-wom strategy must have specific discussion materials and follow market needs (not highlighting price and product quality). However, the data shows that word of mouth is one of the most powerful marketing strategies today. WoM is also a low-cost strategy because disseminators will voluntarily promote products they once enjoyed only.

CONCLUSION

From the results of data analysis, this study shows that service quality and word of mouth are marketing strategies that are proven to encourage MBR's decision to purchase subsidized houses during this covid-19 pandemic. Maximizing service quality and word of mouth will also increase the decision to purchase subsidized housing in Maros Regency.

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