



RESEARCH ARTICLE

Marketing Mix Strategy On Marketing Performance And Company Performance In The Business Environment As Moderating Variables (Study on: Small and Medium Seaweed Industry Players in Bontang City)

M. Risal ^{1*}

^{1*} Faculty of Economic, Business and Politic,
Universitas Muhammadiyah Kalimantan Timur,
Samarinda, Indonesia.

Correspondence

¹ Faculty of Economic, Business and Politic,
Universitas Muhammadiyah Kalimantan Timur,
Samarinda, Indonesia.
Email: mr259@umkt.ac.id.

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Universitas Muhammadiyah Kalimantan Timur.

Abstract

This study examines marketing strategies that include the implementation of marketing performance and company performance that moderates external environment. In this study, which includes the application of marketing strategies which include product strategies, price strategies, distribution strategies, promotion strategies, (4Ps), while marketing performance includes adaptation, effectiveness, and efficiency, company performance includes technological innovation, marketing capabilities, and financial performance while environmental moderation includes competition between industries, the threat of foreign industry entry, and supplier bargaining power. The type of research used is a descriptive method and uses a causality method using path analysis. The number of populations and samples was used by survey methods and cluster proportional sampling methods. Data was collected from the population of 9 small and medium industries with a total of 115 employees. The results of the test were carried out using Partial Least Square (PLS), the results of each variable were measured, namely; marketing strategy 0.275 with the medium category, the competition environment variable 0.400 with the strong category, while the company performance variable 0, was categorized as weak. Furthermore, the relationship between marketing strategy and marketing performance has a positive and significant influence with a value of 0.846 and a P-Value of 0.000, the relationship between marketing strategy and company performance has a positive and significant influence with a value of 0.846 and a P-Value of 0.002, the relationship between marketing performance and company performance does not have a positive but significant influence with a value of 0.203 and a P-Value of 0.141 on MSMEs and SMEs in the seaweed industry in Bontang City.

Keywords

Marketing Strategy; Marketing Performance; Company Performance; Competitive Environment.

1 | INTRODUCTION

In the era of the industrial revolution or the era of "digitalization", it is characterized by increasingly fierce, limitless competition, a rapidly changing environment and increasingly difficult to predict, especially in the seaweed commodity sector. Each industry prepares itself to display innovations in the fields of business, technology, and management to realize its competitive advantage. The industry must design a strategy to achieve its goals Kotler & Keller, (2016), so that the desired strategic results in the form of competitiveness, and high profitability can be achieved (Barney & Hesterly, 2019). Business strategy plays an important role in mediating the relationship between competition and performance because it relates to the direction of an industrial organization to grow, stabilize, and efficiently or how a business can compete with other similar industries. This strategy allows MSMEs to increase brand visibility, understand customer needs more deeply, and create more personalized relationships with consumers (Wanda et al., 2024). Industrial organizational strategy is the way in which industrial organizations develop the ability to compete, excel, and achieve better performance than competitors in the same industry or environment (Salavou, 2015). Kickul, (2009) stated that strategy is a set of integrated and coordinated commitments and actions designed to develop core competencies and achieve competitive advantage. Therefore, industrial organizations that have a clear strategy and are adaptive to environmental changes can maintain their competitive advantage and business performance (Porter, 1998; (Jusoh & Parnell, 2008; (Tuanmat & Smith, 2011; (Ghasemi & Yaghmaei, 2015; Gabrielsson, Seppala, & Gabrielsson, 2016).

Empirical studies on the relationship between competition and industry performance generally focus on three main things: First, examining the parameters of industrial performance measures because there is no consensus among researchers on the parameters used to measure the performance of similar industries (Secundo, Elia, & Passiante, 2017; Silvestro, 2014; (Vij & Bedi, 2016). Second, to test the relationship between competition and industrial performance due to differences in the results of previous empirical studies (Ghasemi & Yaghmaei, 2015; Soetan, 2018; (Teller et al., 2016). Third, find the right strategy to mediate the relationship between competition and industrial performance (Ghasemi & Yaghmaei, 2015) because industrial performance is a fundamental problem in an increasingly competitive business environment (intense business competition). The results of these empirical studies are different but have a common goal, namely to explore and develop various variables both as mediation and moderation, existing or new indicators to improve industrial performance in an environment where industrial competition intensity is high.

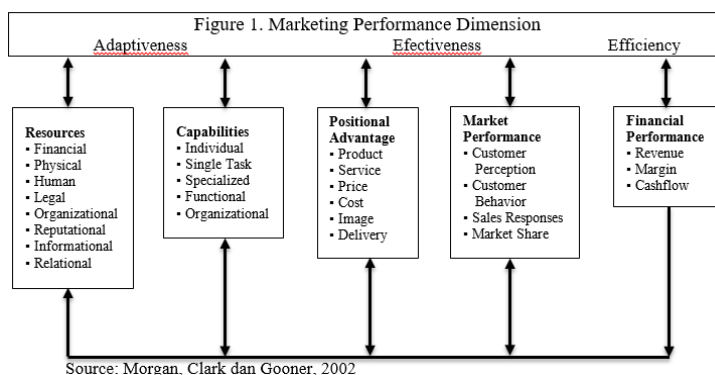
The current globalization market has made companies see the internationalization of their activities as a way to stay competitive. Marketing strategies have become an important tool globally for any organization to stay in a competitive market environment and become stronger (Tunbosun, 2012). Another problem faced by the Indonesian seaweed industry is the low interest of investors to enter this industry. Another thing that is no less important is the need for serious attention and handling by the government, both central and regional. The government's desire to increase exports of processed seaweed products is one of the policies that needs to be supported (Adhi Lukman, 2018). From the perspective of the global market, this capability is the attractiveness of a product or service that makes global customers choose their products or services among the many options available. The elements of attraction that affect the choice from the customer's point of view are Quality, Price, Delivery and Service (Kotler & Keller, 2016)

Bontang City is known as an industrial and service city with various promising investment potentials. One of the sectors that is being looked at is the cultivation and processing of marine products, such as seaweed. "Seaweed can be processed into a compound that is widely used in the pharmaceutical and cosmetic industries as a gel-making and thickening material. The amount of marine aquaculture production in Bontang City increased from 2,474 tons in 2020 to 2,638 tons in 202. This attraction has not provided positive results for investors to look at translucent grass as a commodity that has high economic value to boost farmers' income and regional income. <https://www.metrotvnews.com/read/NG9CQW3v-bontang-tawarkan-peluang-investasi-di-sektor-kelautan-hingga-industri>. Diakses pada tanggal, 27 Maret 2025.

2 | BACKGROUND THEORY

Marketing performance is a consequence of all total marketing activities carried out by the organization and also as a reciprocal of employee performance for the company from a series of marketing management activities. Employee feedback to the company is very important, where employees are at the forefront of a company that is able to produce performance for the company (Miller & Cardinal, 1994). According to Morgan et al., (2002) explained that marketing performance measurement tools consist of aspects of organizational efficiency, effectiveness, and adaptability. Efficiency is also referred to as productivity which is considered to be the result of a comparison between output and input. Efficiency emphasizes the importance of managers to focus on the use of resources that can be minimized in order to improve better performance. The perspective of effectiveness is more about achieving the company's goals to be able to meet the target (Reinecke, 2003) Adaptability is the company's ability to implement new programs and be able to adapt to the company's

external environment.



Hypothesis 1 (H1). Marketing strategy has a positive and significant effect on marketing performance

Company performance is often a topic studied in management science. According to Mayfield et al., (2020) are an important element in organizational analysis and it is impossible to have an organizational theory that does not incorporate this concept. Strategy specialists share the same opinion considering performance as an important element of the strategic management charter (Huber et al., 2011) In this perspective, research on the question of the relationship between strategic management and performance, seeks to identify success factors or causes of failure. In general, all such studies aim to find the right management style that contributes to the company's performance.

Most of the contributions argue that the cause of corporate failure, especially SMEs, is a direct result of a lack of strategic direction. They are more concerned with short-term goals and short-term outcomes than long-term goals or long-term outcomes. Often, activities are carried out on a daily basis, leading to the handling of everyday problems and the neglect of the environment, obscuring any strategic thinking. They are more concerned with short-term goals and short-term outcomes than long-term goals or long-term outcomes. Often, activities are carried out on a daily basis, leading to the handling of everyday problems and the neglect of the environment, obscuring any strategic thinking. This should facilitate the growth of the company and allow to improve its performance and competitiveness (O'Regan & Ghobadian, 2005; Porter, 1998).

Companies attach more importance to short-term goals and short-term results than long-term goals or long-term results. Often, activities are carried out on a daily basis, leading to the handling of everyday problems and the neglect of the environment, obscuring any strategic thinking. However, through the work of renowned scientists such as Alfred Chandler, Igor Ansoff, Peter Drucker, Michael Porter and Henry Mintzberg, the concept of strategic management has become central in organizations and management in achieving better performance. This has facilitated the growth of the company and made it possible to improve its performance and competitiveness (O'Regan & Ghobadian, 2005; Porter, 1998).

Hypothesis 2 (H2). Marketing strategies have a positive and significant effect on the company's performance

Various literature shows that the environment is one of the main contingencies faced by a company in organizational theory (Tosi & Slocum, 1984) Many studies have studied the influence of the environment on organizational strategies, structures, processes, and outcomes. The results of this study show that the decision to adopt or not to adopt strategic management is a strategic choice that results from the environment and its impact on performance (Angell & Klassen, 1999) Since the 50s, many researchers have focused on the effects of the environment on organization and corporate performance (Mintzberg, 1987) In recent years, there have been a number of empirical studies focusing on the influence of the environment on company performance. For example, the study of Berman et al., (2012) on strategy and the environment as determinants of performance in the machine tool industry in Japan showed that profitability and performance growth are significantly influenced by the environment. In addition, only environmental variables are related to the growth of the company's performance. In this case, Julian, (2014) found that environmental characteristics have a significant influence on the overall performance of export marketing.

Hypothesis 3 (H3). Marketing strategy has a positive and significant effect on marketing performance through the competitive environment as a moderation variable

Hypothesis 4 (H4). Marketing strategy has a positive and significant effect on the company's performance through the competitive environment as a moderation variable

One of the determining factors for the success of a company is marketing performance, good marketing performance will provide profits to the company. The profit will be used by the company to cover operational costs that will be incurred, finance future operations and investment in business development. Meanwhile, poor marketing performance will lead the

company to losses and eventually if the performance gets worse it will lead to bankruptcy (Fahy & Smithee, 1999) Another study that shows that marketing strategy has a significant effect is a study from (Koksal & Ozgul, 2007) stating that there is a variable relationship between the elements of marketing strategy (General marketing strategy, Product strategy, Pricing strategy, Promotion strategy, and "Place" strategy) with company performance (Sales, Market share, Net profit). Another research related to the relationship between marketing strategy and organizational performance that is quite relevant is a study from Hughes et al., (2021) which examines the relationship between organizational strategy, marketing strategy, and organizational performance.

Hypothesis 5 (H5). Marketing performance has a positive and significant effect on company performance

Organizational performance explains that an organization can improve results or performance when compared to previous results compared to other organizations and so that the achievement of goals and set results is achieved. The performance of an organization as a whole can be determined, namely financial performance and non-financial performance. Although the financial sector contains several weaknesses, it is the most important field that must exist in the company. Likewise, in this study, considering the relationship with the availability of financial performance data is used as a measure of the performance of insurance companies (Hidayat et al., 2014a). Kotler & Armstrong, (2017) states that marketing performance is a factor frequently utilized to assess the impact of the marketing strategies implemented by a company. On the other hand, productivity analysis assesses the sales or market results generated from the application of specific marketing strategies. The analysis encompasses traditional methods based on productivity: historical relationship analysis, competitive parity analysis, market experiments, wherein companies test different levels or combinations of alternating marketing efforts to determine their impact on sales. Rust et al., (2004), outline the elements within the marketing productivity model chain as follows: (1) marketing strategy and tactics such as loyalty programs, cross-selling, and up-selling; (2) customer impact, including customer awareness, customer associations, customer attitudes, customer engagement, and customer experience; (3) marketing assets such as brand equity and customer equity; (4) market impact, such as lower literal elasticity, retention rates, greater loyalty, and customer longevity; (5) financial impact, including Return on Investment (ROI), Internal Rate of Return (IRR), and so forth. Wheelen et al., (2011) indicates that marketing performance is the contribution of implementing marketing strategies and creating value on the company's profits, measured by sales, operational profit, and market share.

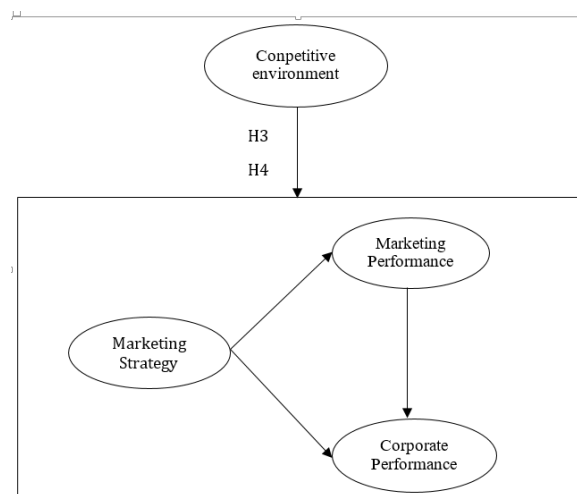


Figure 2. Frame of Mind

3 | METHOD

According to Creswell & Creswell, (2023) quantitative research can be interpreted as a research approach to the philosophy of positivism, used to research on certain populations or samples, sample determination techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative/statistical with the aim of testing the hypothesis that has been determined. Population is a generalized area consisting of subjects or objects that have certain qualities and characteristics that are applied by researchers to study and then draw conclusions (Hair et al., 2022). In this study, the population will be small and medium seaweed industries in Bontang City and will then be used as an analysis unit. Meanwhile, the sample in this study is all employees of the seaweed small and medium industry in Bontang City. The employee population is 115 people and at the same time will be used as a sample.

This study uses a structural equation method using the help of smartPLS software version 3.0 which is run with computer media. According to Hair et al., (2022) PLS (Partial Least Square) is a variant-based structural equation (SEM) analysis that can simultaneously test measurement models as well as structural model tests. The measurement model is used for validity and realism testing, while the structural model is used for causality testing (hypothesis testing with a prediction model). This method is used to collect data, data collection based on direct communication between researchers and respondents who work in small and medium industries of seaweed in Bontang City. The technique used in this study is the likert scale (1,2,3,4,5). On the Likert scale, the questionnaire used is a choice questionnaire where each statement item is provided with 5 answers.

4 | RESULTS AND DISCUSSION

4.1 Results

Reliability is a measurement tool to measure the accuracy and regularity of the measurement procedure. The reliability coefficient indicates the stability of the score obtained from each individual. Furthermore, validity describes the quality of the measuring instrument used whether it has really described the theoretical construct used as the basis for operationalization or not. In this study, the reliability and validity constructs will be shown in table 1 as follows. Composite Reliability: > 0,60.

Table 1. Composite Reliability

Composite Reliability	
Marketing Strategy (X)	0,900
Marketing Performance (Y1)	0,896
Corporate Performance (Y2)	0,846
Competitive environment (Z)	0,854

Source: Data processed with SmartPLS. 3.0, 2025

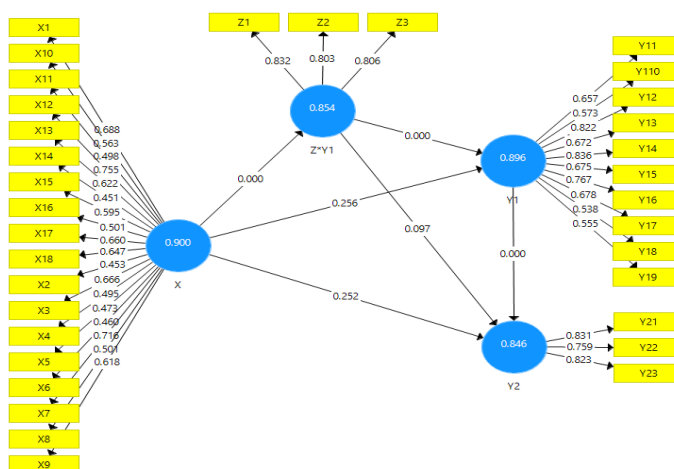


Figure 3. Composite Reliability

Based on Table 1 and Figure 3, it can be concluded that the constructed that is declared reliable is the reliability value of the composite if the value is above 0.60. Therefore, it can be concluded that the variables of marketing strategy research, marketing performance, and company performance are stated to meet reliability with the environment as the moderating variable. Discriminant validity is related to the principle that different constructs should not be highly correlated, discriminant validity occurs if two different instruments measure two predicted uncorrelated constructs resulting in different scores. In this study, the validity discrimination is shown in table 2 as follows.

Table 2. Heretroit-Monotrait Ratio (HTMT)

Variables	Marketing Performance	Corporate Performance	Competitive Environment	Marketing Strategy
Marketing Performance (Y1)	0.685			
Corporate Performance	0.567	0.805		

(Y2)				
Competitive Environment (Z)	0.692	0.535	0.813	
Marketing Strategy (X)	0.654	0.572	0.535	0.584

Source: Data processed with SmartPLS. 3.0, 2025

Table 2 is the conclusion of the Heretroit-Monotrait Ratio (HTMT) test. The following are: Output HTMT value < 0.90 (Jorg Henseler Christian; M. Ringle; Marko Sarsted; 2015), when combined with other latent variables, the cross loading value for each predictor of each latent variable is greater than the cross loading value. This implies that when a particular latent variable has a size that is highly correlated with other constructs, each latent variable has a strong discriminating validity. However, in vectors X (Marketing Strategy) to Z (Environment), the Heretroit-Monotrait Ratio (HTMT) value of $0.584 > 0.90$ shows that the discriminant validity is very strong.

Hypothesis testing between variables (inner models) is analyzed using 3 (three) test models, including the following: 1. R- Square; $R^2 = 0.75 \rightarrow$ Very powerful models; $R^2 = 0.50 \rightarrow$ Medium models; $R^2 = 0.25 \rightarrow$ Weak model. In table 3 R - Square as follows.

Table 3. R- Square

	<i>R-Square</i>	<i>R-Square Adjusterd</i>
Y	0,591	0,584

Source: Data processed with SmartPLS. 3.0, 2025

The conclusion shown in table 3 for the R-Square value check i.e. R-Square Modified for the Path model using the moderator variable is 0.584. It can be concluded that: 58 percent (moderate) performance variables are influenced by marketing strategies, competitive environment, and company performance, while the rest are influenced by other variables that were not studied in this study. Furthermore, F Square is also explained in 3 (three) ways as follows. 2. F-Square.

$f^2 = 0,02 \rightarrow$ small effect of exogenous variables on endogenous,

$f^2 = 0,15 \rightarrow$ moderate/moderate effects of exogenous variables on endogenous variables,

$f^2 = 0,35 \rightarrow$ Strong effect of exogenous variables on endogenous

Table 4. F-Square

	Marketing Performance (Y1)
Corporate Performance	0
Competitive Environment	0,400
Marketing Strategy	0,275

Source: Data processed with SmartPLS. 3.0, 2025

From table 4. It is known that each variable has a different influence, the competition environment variable has a strong influence, the marketing strategy variable has a moderate influence in the structural model, while the company's performance has a weak influence in this structural model. To see the direct effect of hypothesis testing, it is explained in table 5 as follows.

Table 5 Direct Effect Marketing Strategy

	P Values
Marketing Performance (Y1) -> Corporate Performance (Y2)	0,141
Competitive Environment (Z) -> Marketing Performance (Y1)	0,000
Competitive Environment (Z) -> Corporate Performance (Y2)	0,048
Marketing Strategy (X) -> Marketing Performance (Y1)	0,000
Marketing Strategy (X) -> Corporate Performance (Y2)	0,006
Marketing Strategy (X) -> Competitive Environment (Z)	0,000

Source: Data processed with SmartPLS. 3.0, 2025

Based on table 5, it can be concluded that the P-Values of $0.000 > 0.05$ which are not significant are the variables of the competitive environment (Z) on the company's performance (Y2).

4.2 Discussion

The Relationship Between Marketing Strategy and Marketing Performance

From this study, it was found that the influence of marketing strategy on marketing performance was positive and significant with a value of 0.846 and a P-Value of 0.000, the performance of MSMEs in Bontang City would increase along with increasing production. The results of this study are in line with the research conducted by Morgan et al., (2002) explaining that marketing performance measurement tools consist of aspects of organizational efficiency, effectiveness, and adaptability. This research was conducted in the financial industry by applying the concept of marketing strategies to improve company performance. Further research conducted by Nadra, (2020) on the MSME industry in Medan City, the results of his research show that production, distribution, and marketing directly affect performance. Furthermore, research conducted by Sukarno, (2011) found that marketing strategies do not make a significant positive contribution to marketing performance. This is very concerning for MSME bag and luggage actors in Kendensari Tanggulagi because MSME actors are unable to implement a good marketing strategy so that they cannot improve their marketing performance. It is suspected that the influencing factors are environmental factors of competition, capital, and lack of attention from local governments. According to Arumsari & Marka, (2018), based on the results of research conducted on product innovation variables, promotion and marketing performance have been empirically proven to be important variables in creating competitive advantages in Troso Jepara weaving SMEs. So that the managerial implications will be more focused on three variables. The findings of this study show that in general the greatest influence in creating competitive advantage is through marketing performance by increasing promotions. This can be seen from the causal relationship for marketing performance promotion and competitive advantage has a significance value of 0.000 to alpha 0.05.

The Relationship Between Marketing Strategy and Company Performance

The findings of this study produced a value of 0.846 and a P-Value of 0.002 which means that the marketing strategy has a positive and significant effect on the marketing performance of MSMEs in Bontang City, the research is in line with the research of Hidayat et al., (2014b) in their research found that the marketing strategy on the performance of companies in insurance companies that go public in Indonesia, it has a relatively strong enough influence to improve financial performance. Therefore, improving marketing capabilities through the development of marketing strategies must always be improved in terms of developing effectiveness strategies that have a positive influence on the overall marketing strategy. Likewise, research by Risal & Aqsa, (2019) concluded that marketing strategies have an influence on the company's performance at PT. Telkom Palopo City. The performance of PT. Telkom Palopo City in providing services to consumers can provide satisfaction with the products offered such as; prices, physical facilities, and satisfactory service completeness. Furthermore, research by Soegiastuti & Haryanti, (2013) states that the marketing performance of small and medium enterprises (SMEs) in Central Java Province is supported by coordination efforts, product innovation and creativity. Meanwhile, coordination efforts are supported by the quality of communication, product innovation is supported by environmental factors and creativity is supported by individual performance and employee job dissatisfaction.

The contribution of product innovation in an effort to improve the marketing performance of SMEs is supported by how much innovation and creativity innovation is possible. Innovation capacity is one of the most important factors determining the success of competition to achieve success where lately the business environment is always changing rapidly. Meanwhile, creativity in innovation is developing products that are different from competitors so that they are able to create customer demand.

The Relationship Between Marketing Strategy And Company Performance

This study found that the influence of marketing performance on company performance in MSMEs in Bontang City, seaweed industry, was 0.203 with a P-value of 0.141, meaning that if marketing performance is not good, it will also affect company performance in MSMEs and SMEs. The findings of this study are inconsistent with those of Aminudin (2014), who explained that marketing performance influences entrepreneurial orientation, meaning that if marketing performance in the carving SMEs in the Mulyoharjo Jepara center is good, it will also improve entrepreneurial orientation. Furthermore, Rianto & Banin (2014) explain in their research findings that distribution channels have a significant influence on business performance in the broiler chicken industry in Brebes Regency. Factors influencing marketing performance in the industry include: the lack of financial capacity among SME and UKM operators, low work relationships that prevent them from maintaining business stability, and thus unable to achieve maximum profits.

The Relationship Between Marketing Strategy and Competitive Environment Moderated Marketing Performance

This study shows that marketing strategies affect the marketing performance of MSMEs in Bontang City which is moderated by the competitive environment and shows that the result of 0.000 (<0.05) has a positive and significant influence. The results of this study are in line with the results of Aminudin's (2014) research, the adaptation of the environment that moderates entrepreneurial orientation to marketing performance will have a high impact if marketing

strategies such as products, prices and promotions work well, so that it will have an impact on the environment of tight business competition which causes marketing performance to be encouraged. Furthermore, Listyarso's research, (2005), found that the competition environment as a moderating variable affects the relationship between marketing strategy and marketing performance in small and medium-class construction industry. The contribution of the competitive environment to marketing performance means that the competitive environment also strengthens the relationship between marketing strategy and marketing performance.

The Relationship Between Marketing Strategy and Competitive Environment Moderated Company Performance

This study shows that marketing strategies affect the performance of MSME companies in Bontang City which are moderated by the competitive environment and show that the result of 0.006 (<0.05) has a positive and significant influence. The results of this study are in line with the results of Listyarso's (2005) research showing that the competitive environment as a moderating variable affects the relationship between marketing strategies and company performance in the small and medium-class construction industry. The contribution of the competitive environment to the company's performance means that the competitive environment also strengthens the relationship between marketing strategies and company performance. Research by Ratih Kumala, (2020) shows that business strategy affects company performance in increasing product innovation to capture customers during the Covid-19 pandemic. The research was carried out on Marketplace SMEs by utilizing technological innovation as an online medium to sell. Environmental changes caused by the Covid-19 pandemic have forced SMEs to dare to take strategic steps for their business sustainability.

5 | CONCLUSIONS AND FUTURE WORK

From this study, it was found that the influence of marketing strategy on positive and significant marketing performance with a value of 0.846 and a P-Value of 0.000, the performance of MSMEs and SMEs will increase along with the increase in production. Marketing strategies contributed to marketing performance by 84.6 percent, the rest were not studied in this study. From this study, it was found that the influence of marketing strategy on marketing performance is positive and significant with a value of 0.846 and a P-Value of 0.006, the performance of MSMEs and SMEs will increase along with increasing production. Marketing strategies contributed to marketing performance by 84.6 percent, the rest were not studied in this study. From this study, it was found that the influence of marketing performance on company performance in MSMEs and seaweed SMEs is negative with a value of 0.203 and a P-Value of 0.141, where if marketing performance is not good, it will also affect the company's performance in MSMEs and SMEs is also not good. This study shows that marketing strategies affect the marketing performance of MSMEs and SMEs which are moderated by the competitive environment and show that the result of 0.000 (<0.05) has a positive and significant influence. This study shows that marketing strategies affect the performance of MSME and SME companies which are moderated by the competitive environment and show that the result of 0.006 (<0.05) has a positive and significant influence.

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