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The Effect of Entrepreneurial Orientation, Marketing Efficiency, and Competitive Advantage on the Marketing Performance of Clove Business in Gebugan Village

Viery Setiaji[1*], Ari Siswati[2]
Ngudi Waluyo University, Semarang
Corresponding Author: Viery Setiaji Namesetiaavan@gmail.com

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A B S T R A C T

This study examines how entrepreneurial orientation, marketing efficiency, and competitive advantage influence the marketing performance of clove businesses in Gebugan Village, Bergas District, Semarang Regency. Although the area has strong clove production capacity, local businesses face marketing challenges such as limited innovation, long distribution chains, and weak product competitiveness. Using a quantitative survey method, primary data were collected from clove business owners and analyzed statistically to test both partial and simultaneous relationships among variables. The results show that entrepreneurial orientation has a positive and significant effect on marketing performance. Business owners who demonstrate higher levels of innovation, proactiveness, and willingness to take risks tend to achieve better marketing outcomes.Marketing efficiency also positively affects performance, particularly through effective cost control, improved marketing margins, and the selection of appropriate distribution channels. Competitive advantage further strengthens marketing results, especially when businesses focus on maintaining product quality, offering competitive prices, and expanding market access. Simultaneously, these three factors significantly improve marketing performance. The findings highlight that strengthening entrepreneurial behavior, improving marketing efficiency, and building integrated competitive advantages are key strategies to enhance the competitiveness of clove businesses at local and regional levels

INTRODUCTION

The agricultural sector plays a critical role in the Indonesian economy, particularly in rural areas. This sector not only serves as a food provider but also as a significant labor absorber and a primary source of livelihood for local communities. According to (Restiatun et al., 2023), agricultural sector growth, the number of workers in this sector, and the farmer's exchange rate have a direct impact on poverty levels in rural Indonesia, demonstrating that the sustainability of the agricultural sector is crucial for poverty alleviation efforts.

The impact of cloves on farmer welfare is often inadequate. Price volatility, dependence on intermediaries, and a lack of marketing innovation are the main challenges faced by farmers (Kadir et al., 2025). Initial observations indicate that the clove marketing channels used by the Gebugan Village community involve clove farmers collecting their own cloves, which are then sold to village collectors. In addition, traveling traders visit homes to purchase dried cloves from farmers who want to sell their harvest. This inadequate marketing performance often results in clove farmers failing to provide the proper value.

Marketing performance measures the success resulting from a company's marketing efforts, which is reflected in the ability to meet consumer expectations, maintain business existence, and achieve growth through market orientation and entrepreneurial orientation (Jaya Ramadaey Bangsa, 2022). Therefore, it is important to conduct research that examines the influence of entrepreneurial orientation, marketing efficiency, and competitive advantage on the marketing performance of clove businesses.

This study aims to analyze the influence of the variables of Entrepreneurial Orientation, Marketing Efficiency, and Competitive Advantage on the Marketing Performance of clove business in Gebugan Village. This study uses a survey method with a quantitative approach to analyze the extent to which the three independent variables, namely entrepreneurial orientation, marketing efficiency, and competitive advantage (X), influence the dependent variable (Y), namely the marketing performance of the clove business.

The results of this study are expected to provide theoretical contributions to the development of marketing management science for clove entrepreneurs in Gebugan Village, Bergas District, Semarang Regency, to improve the competitiveness and sustainability of clove entrepreneurs.

LITERATURE REVIEW

Entrepreneurial Orientation and Marketing Performance

Entrepreneurial orientation is widely recognized as a strategic posture that reflects how firms engage in innovation, risk-taking, and proactive behavior to capture market opportunities. In the context of small and medium enterprises (SMEs), entrepreneurial orientation is often associated with improved competitiveness and market responsiveness. According to Jaya Ramadaey Bangsa (2022), entrepreneurial orientation strengthens a firm’s ability to respond to consumer needs and sustain business growth through strategic decision-making and innovation.

However, empirical findings on the relationship between entrepreneurial orientation and marketing performance are not always consistent. Praja (2024) demonstrates that entrepreneurial orientation can negatively affect marketing performance when business actors lack sufficient managerial capability, market knowledge, or supporting resources. This condition is particularly relevant in traditional agricultural sectors, where high uncertainty, limited access to market information, and dependence on intermediaries may reduce the effectiveness of entrepreneurial initiatives.

In agricultural-based businesses such as clove farming, entrepreneurial orientation may increase operational risk when innovation and proactiveness are not aligned with market readiness and distribution capacity. This perspective aligns with contingency theory, which emphasizes that the effectiveness of entrepreneurial strategies depends on contextual compatibility between internal capabilities and external market conditions. Therefore, entrepreneurial orientation does not automatically lead to improved marketing performance, especially in small-scale rural enterprises.

Marketing Efficiency and Marketing Performance

Marketing efficiency refers to the ability of a marketing system to deliver products from producers to consumers at minimum cost, optimal speed, and maximum value. In agricultural marketing, efficiency is often measured through marketing margins, cost structures, and the length of distribution channels. Efficient marketing systems enable producers to retain a higher share of final selling prices, thereby improving profitability and sustainability.

Suprianto et al. (2021) emphasize that reducing dependence on intermediaries and optimizing distribution channels significantly improves marketing performance in agro-industrial products. Efficient marketing practices allow businesses to manage transportation costs, storage expenses, and pricing strategies more effectively, resulting in improved sales performance and income stability.

Similarly, Kadir et al. (2025) highlight that inefficiencies in clove marketing—such as long distribution chains and weak bargaining power—directly reduce farmer welfare. By improving marketing efficiency, agricultural businesses can enhance price transparency, reduce transaction costs, and strengthen their competitive position. These findings support the view that marketing efficiency is a critical determinant of marketing performance, particularly in rural agricultural economies.

Competitive Advantage and Marketing Performance

Competitive advantage refers to a firm's ability to offer superior value compared to competitors through product quality, pricing, differentiation, or market access. In marketing theory, competitive advantage is a key driver of long-term performance and customer retention. Firms with strong competitive advantages are better positioned to expand market share and sustain profitability.

Muhammad Reza Nst (2024) finds that competitive advantage has a strong and significant influence on marketing performance in small and medium

enterprises. Superior product quality, competitive pricing, and strong customer relationships enable firms to outperform competitors and improve sales outcomes. This finding is consistent with strategic management theory, which argues that competitive advantage is central to business success.

In the agricultural sector, competitive advantage can be built through improved post-harvest handling, consistent product quality, and broader market access. When agricultural producers differentiate their products and strengthen pricing strategies, they gain greater bargaining power and market visibility. Consequently, competitive advantage becomes a dominant factor influencing marketing performance in clove businesses.

Integrated Effects of Entrepreneurial Orientation, Marketing Efficiency, and Competitive Advantage

Marketing performance is not determined by a single strategic factor, but rather by the interaction between entrepreneurial behavior, marketing systems, and competitive positioning. Strategic marketing theory suggests that internal capabilities must be aligned with external market strategies to generate optimal performance outcomes.

Restiatun et al. (2023) emphasize that the sustainability of agricultural businesses is closely linked to structural efficiency and income stability, which are influenced by both marketing systems and competitive positioning. When entrepreneurial orientation is supported by efficient marketing channels and strong competitive advantages, firms are more likely to achieve higher sales volume, profit growth, and market expansion.

The literature indicates that while entrepreneurial orientation can stimulate innovation and risk-taking, its impact on marketing performance is highly contingent on marketing efficiency and competitive advantage. Effective cost management, appropriate distribution channels, and differentiated products serve as enabling mechanisms that transform entrepreneurial initiatives into tangible performance gains. Therefore, the integration of entrepreneurial orientation, marketing efficiency, and competitive advantage provides a comprehensive framework for understanding marketing performance in clove-based agricultural businesses.

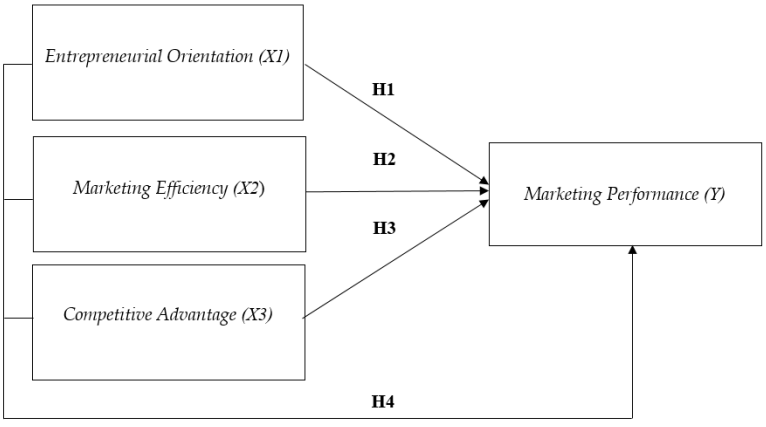

Figure 1. Research Conceptual Model

METHODOLOGY

This research uses a quantitative approach with survey methods. The population consists of clove business actors in Gebugan Village, and the sampling technique used is saturated sampling, where all population members are used as respondents.

The research was conducted in Gebugan Village, Bergas District, Semarang Regency, which was chosen because it is a clove production center with great potential but still faces marketing constraints, and took place in the period November 2025 to January 2026 covering the planning stage, data collection, data processing, and report preparation.

The research population was all clove business actors in Gebugan Village, both farmers and business actors directly involved in marketing, with a sample size of 97 respondents determined using the Lemeshow formula at a 90% confidence level, a 10% margin of error, and a proportion estimate of 0.5. The sampling technique used non-probability sampling with a purposive sampling method based on the criteria of active business actors, having run a business for at least two years, being directly involved in marketing activities, and domiciled in Gebugan Village.

The sample size in this study was calculated using the Lemeshow formula. The Lemeshow formula is a common technique used to determine sample size when the population is infinite or its exact size cannot be determined. The Lemeshow formula is as follows:

$$n = \frac{Z2 \times P\,(1 - P)}{d2}$$

Keterangan
n = Jumlah sampel
z = Nilai standart = 1.96
p = Maksimal estimasi = 50% 0.5
d = alpha (0.10) atau sampling error = 10%

Researchers will calculate the sample size with clove entrepreneurs in Gebugan Village as the research respondents. The determination of the minimum sample size is based on a 90% confidence level with a Z value of 1.96, a margin of error of 10% or 0.10, and an estimated proposal value of 0.5. Because there is no prior information regarding the maximum estimate, the following calculation can be made:

$$n = \frac{Z2 \times P\,(1 - P)}{d2}$$

$$n = \frac{1.96 \times 0.5\,(1 - 0.5)}{0.01}$$

$$n = \frac{3.8416 \times 0.25}{0.01} = 96.04$$

Based on the calculation above, the sample size used is 96.04, rounded up to 97 individuals. This study will sample 97 respondents. After determining the sample size using the Lameshow formula, this study uses a non-probability sampling technique. This method uses purposive sampling, which selects

The primary data of this research were obtained from surveys and sources collected from respondents, who provided answers to statements through questionnaires, limited interviews, and observations. The questionnaire uses a Likert scale of 1-5 to measure the variables of Entrepreneurial Orientation, Marketing Efficiency, Competitive Advantage and Marketing Performance. The study also uses supporting data obtained from literature studies from various relevant journals and publications to strengthen the context and theoretical foundation.

Data collected from the questionnaires were processed and evaluated using statistical methodology with the aid of Smart-PLS software. Smart-PLS enables data analysis by generating insights that can guide decision-making and draw conclusions within the study framework. In the research context, Smart-PLS allows researchers to perform partial least squares path modeling and assess the impact of independent variables on dependent and mediating variables.

Descriptive statistics are used to evaluate data by describing or representing the information obtained without the aim of drawing general conclusions or generalizations. Descriptive statistics can be used to assess the strength of relationships between variables through correlation analysis, facilitate predictions through regression analysis, and make comparisons by evaluating sample or population means.

Measurement model testing (outer model) evaluates the relationship between a latent construct and its associated indicators. Outer model testing aims to verify that each indicator accurately and reliably measures the construct being examined. In this study, measurement model testing included convergent validity, discriminant validity, and reliability. The inner model is a structural model that describes the causal relationship between latent variables in the research model, namely R-Square, F-Square, and Estimate For path Coefficients.

RESULT

Data Analysis (Statistics)

This study used the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS) for data analysis. This study used SmartPLS version 3.0, a program specifically designed for estimating variance-based structural equations. The steps are outlined below.

Data analysis was carried out using the SmartPLS application. Measurement model analysis uses three criteria for the data analysis approach using SmartPLS to assess the outer model, namely Convergent Validity, Discriminant Validity, and Reliability:

Table 1. Convergent Validity

	Indikator	Outer Loading	Keterangan
Orientasi Kewirausahaan	X1.1	0.869	Valid
	X1.2	0.928	Valid
	X1.3	0.845	Valid
Efisiensi Pemasaran	X2.1	0.921	Valid
	X2.2	0.896	Valid
	X2.3	0.934	Valid
	X3.1	0.893	Valid

Keunggulan Bersaing	X3.2	0.906	Valid
	X3.3	0.910	Valid
Kinerja Pemasaran	Y1.1	0.925	Valid
	Y1.2	0.939	Valid
	Y1.3	0.861	Valid

Based on Table 1. above, it is known that each variable indicator in this study has an outer loading value > 0.70. This outer loading value is considered sufficient to meet the convergent validity criteria. The data shows that no variable indicator has an outer loading value <0.70. Thus, all indicators are considered suitable and valid for research use and can be used for further analysis.

Discriminant validity ensures that each construct in the study model is truly distinct and effectively measures a distinct construct from other constructs. Discriminant validity testing involves comparing the loading indicator values of each construct with other constructs (cross-loading), and can be further strengthened by examining the Average Variance Extracted (AVE) value.

Table 2. Discriminant Validity

	Orientasi KWU (X1)	***Efisiensi Pemasaran (X2)***	***Keunggulan Bersaing (X3)***	***Kinerja Pemasaran (Y)***
X1.2	0.928	0.737	0.738	0.498
X1.3	0.845	0.638	0.676	0.486
X2.1	0.758	0.921	0.791	0.668
X2.2	0.707	0.896	0.711	0.628
X2.3	0.719	0.934	0.763	0.737
X3.1	0.659	0.734	0.893	0.743
X3.2	0.722	0.732	0.906	0.675
X3.3	0.765	0.766	0.910	0.706
Y1.1	0.432	0.660	0.696	0.925
Y1.2	0.498	0.663	0.719	0.939
Y1.3	0.605	0.699	0.726	0.861
X1.1	0.869	0.720	0.677	0.501

Based on the data in Table 2.1 above, discriminant validity testing using the cross-loading method shows that the variable indicators of entrepreneurial orientation, marketing efficiency, competitive advantage, and marketing performance have a higher cross-loading value compared to other variable indicators. All construct indicators show a cross-loading value > 0.70, indicating that each indicator in this model meets the criteria for discriminant validity. This indicates that each construct has a superior capacity to explain its own indicator relative to other constructs in the research model.

Composite Reliability is a section used to assess reliability, based on the reliability value of a construct and the average variance extraced (AVE) of each variable indicator. A variable meets composite reliability if the value of each variable is > 0.70, the average variance extraced (AVE) is above 0.50, the composite reliability is greater than 0.70 (with a minimum threshold of 0.60, which is allowed) and Cronbach's Alpha exceeds 0.60, which indicates that the value is acceptable and reliable.

Table 3 Reliability

	Cronbach's Alpha	*Composite Reliability*	*Average Variance Extracted (AVE)*
Orientasi Kewirausahaan (X1)	**0.855**	**0.912**	**0.777**
Efisiensi Pemasaran (X2)	**0.906**	**0.941**	**0.841**
Keunggulan Bersaing (X3)	**0.887**	**0.930**	**0.816**
Kinerja Pemasaran (Y)	**0.894**	**0.934**	**0.826**

Table 3. above presents the results of reliability and construct validity testing for each research variable: Entrepreneurial Orientation, Marketing Efficiency, Competitive Advantage, and Marketing Performance. Reliability testing was conducted using Cronbach's Alpha and Composite Reliability metrics, while construct validity was evaluated using the Average Variance Extracted (AVE) measure.

Structural Model Analysis (Inner Model)

Structural mode was assessed using R-square for the dependent construct. The R^2 value assesses the influence of certain endogenous variables and confirms the significance of the influence of exogenous variables. R^2 values of 0.67, 0.33, and 0.19 categorize the model as "good," "moderate," and "weak," respectively.

Table 4. R-Square

	R Square	*R Square Adjusted*
Kinerja Pemasaran (Y)	0.677	0.667

Based on the table above, the R-square value for the Marketing Performance variable (Y), as shown in Table 3, is 0.677. This score indicates that 67.7% of the variance in Marketing Performance is caused by the variables Entrepreneurial Orientation, Marketing Efficiency, and Competitive Advantage, while the

remaining 32.3% is influenced by external variables not included in the research model. The Adjusted R-Square value of 0.667 indicates that the structural model has substantial predictive ability after taking into account the number of independent variables included.

F-Square (f^2) is used to measure the magnitude of influence exerted by each independent variable on the dependent variable in a structural model. The F-Square value indicates the extent to which each exogenous construct contributes to explaining the endogenous construct. The F-Square assessment criteria refer to Cohen's standard, namely, a value of 0.02 indicates a small influence, 0.15 indicates a moderate influence, and 0.35 indicates a strong influence.

Table 5. F-Square

	Kinerja Pemasaran (Y)
Orientasi Kewirausahaan	0.102
Efisiensi Pemasaran	0.158
Keunggulan Bersaing	0.390

Based on the table above, the f^2 test result for the Entrepreneurial Orientation variable is 0.102, indicating a moderate effect on Marketing Performance. The f^2 test result for the Marketing Efficiency variable is 0.158, indicating a moderate effect on Marketing Performance. The f^2 test result for the Competitive Advantage variable is 0.390, indicating a strong effect on Marketing Performance.

Estimate For path Coefficients is the estimated value of the path coefficient in SmartPls analysis that shows the direction and strength of the direct influence between latent variables. Values range from -1 to +1, where positive (0 to 1) means a unidirectional relationship and negative (-1 to 0) means an inverse relationship.

Table 6. Estimate For path Coefficients

	Kinerja Pemasaran (Y)
Orientasi Kewirausahaan	-0.324
Efisiensi Pemasaran	0.436
Keunggulan Bersaing	0.682

Based on the results of the path coefficient test, as presented in Table 3., the magnitude of the influence of each independent variable on marketing performance can be determined. Entrepreneurial orientation has a path coefficient value of -0.324. This value indicates that entrepreneurial orientation has a negative effect on marketing performance. This means that an increase in entrepreneurial orientation tends to be followed by a decrease in marketing performance, assuming other variables remain constant. Marketing efficiency has a path coefficient of 0.436. This value indicates a positive influence between marketing efficiency and marketing performance. Meanwhile, competitive advantage shows the largest path coefficient value, namely 0.682. These results indicate that competitive advantage has a positive and most dominant influence on marketing performance.

Hypothesis Testing

Hypothesis testing was conducted by assessing the significance of the relationship between variables using the bootstrapping method. The hypothesis was accepted if the P value was <0.05 and the T statistic was >1.662 (significance level = 5%). The statistical computational model using bootstrapping in SmartPLs 3.0 is as follows:

Table 7. Hypothesis Testing

	Original Sample (O)	*Sample Mean (M)*	*Standard Deviation (STDEV)*	*T Statistics (|O/STDEV|)*	*P Values*
Efisiensi Pemasaran (X2) -> Kinerja Pemasaran (Y)	0.436	0.428	0.106	4.135	0.000
Keunggulan Bersaing (X3) -> Kinerja Pemasaran (Y)	0.682	0.677	0.099	6.868	0.000
Orientasi KWU (X1) -> Kinerja Pemasaran (Y)	-0.324	-0.303	0.113	2.864	0.004

Based on the hypothesis results obtained through the Path Coefficient Bootstrapping technique using SmartPLS 3.0 in the table above, it can be seen that:

The Effect of Marketing Efficiency on Marketing Performance

Based on the test results in Table 4.9, the marketing efficiency variable has a path coefficient of 0.436, indicating a positive impact on marketing performance. The calculated t-statistic is 4.135, exceeding the required threshold of 1.96, and the p-value is 0.000, which is below 0.05. These results indicate that marketing efficiency has a positive and significant effect on the marketing performance of clove businesses in Gebugan Village. The efficiency of the marketing system implemented by the business entity, as indicated by reduced marketing costs, the selection of appropriate distribution channels, and the achievement of fair selling prices, directly correlates with improved marketing performance.

The Effect of Competitive Advantage on Marketing Performance

The results of the hypothesis test indicate that the competitive advantage variable (X3) has a path coefficient of 0.682 in the original sample, indicating a positive impact and the highest coefficient value among the independent variables. The t-statistic of 6.868 (>1.96) and the p-value of 0.000 (<0.05) indicate that the effect is statistically significant. The results of the study indicate that competitive advantage significantly improves the marketing performance of clove companies in Gebugan Village. Competitive advantage, realized through improved product quality, strategic pricing, and expanded market access, can increase sales volume, customer acquisition, and company profitability.

The Effect of Entrepreneurial Orientation on Marketing Performance

According to Table 4.9, the entrepreneurial orientation variable has a path coefficient value (original sample) of -0.324, indicating a negative effect on marketing performance. The t-statistic of 2.864, exceeding 1.96, and the p-value of 0.004, below 0.05, indicate that the effect is statistically significant. The results

indicate that an entrepreneurial approach has a negative but significant impact on the marketing performance of clove businesses in Gebugan Village. An increase in entrepreneurial orientation, characterized by innovation, risk-taking, and proactivity, can reduce marketing success under certain circumstances. This may be due to an imbalance between the application of entrepreneurial attitudes and the readiness of resources, marketing expertise, and an effective marketing system. Although the direction of the effect is negative, because the results are significant, hypothesis H1 is still accepted.

DISCUSSION

The Effect of Entrepreneurial Orientation on Marketing Performance of Clove Businesses in Gebugan Village

The findings of this study indicate that an entrepreneurial approach has a significant negative impact on the marketing performance of clove businesses in Gebugan Village. This conclusion suggests that implementing an entrepreneurial orientation does not always produce profitable results, especially if there is insufficient resource readiness and a conducive business environment. This aligns with contingency theory, which states that the effectiveness of a strategy depends heavily on its fit with the internal and external circumstances of the organization.

These results align with research conducted by (Praja, 2024), which found that entrepreneurial orientation can negatively impact marketing performance when entrepreneurs lack managerial skills and adequate market understanding. A strong entrepreneurial orientation without thorough planning actually increases the risk of business failure, particularly in agricultural sectors with high levels of uncertainty, such as the clove business. Under certain conditions, particularly in small-scale and traditional businesses, an poorly managed entrepreneurial orientation can reduce marketing performance.

The Effect of Marketing Efficiency on the Marketing Performance of Clove Businesses in Gebugan Village

The results of this study indicate that marketing efficiency has a positive and significant effect on marketing performance. This finding reinforces marketing theory, which states that an effective distribution system, reduced marketing costs, and the selection of appropriate marketing channels will increase a company's sales and profitability. In marketing theory, marketing efficiency indicates the ability of a marketing system to transfer goods from producers to consumers at minimal cost, within an ideal timeframe, and with maximum added value. The contemporary marketing paradigm emphasizes that marketing efficacy is related not only to cost minimization but also to the ability to implement effective marketing strategies that align with market demand.

These results align with research by (Suprianto et al., 2021), which states that marketing efficiency has a positive effect on the marketing performance of agricultural businesses. This study explains that businesses that are able to reduce their dependence on intermediaries and increase distribution efficiency will achieve greater profit margins. Thus, the results of this study reinforce the theory that marketing efficiency is a key factor in improving marketing performance, particularly in clove businesses with relatively long marketing chains.

The Influence of Competitive Advantage on Marketing Performance of Clove Businesses in Gebugan Village

The findings of this study indicate that competitive advantage has a positive and significant impact on marketing performance, demonstrating the highest path coefficient relative to other factors. This finding reinforces Porter's theory, which states that companies with a strong competitive advantage will more easily retain customers and increase market share. Porter's theory states that competitive advantage can be achieved by implementing appropriate competitive strategies, including cost leadership, differentiation, and focus. By implementing a cost leadership strategy, organizations can provide goods at a more competitive cost while maintaining quality, thereby fostering customer loyalty.

This study reinforces the findings of (Muhammad Reza Nst, 2024), who showed that competitive advantage substantially influences the marketing performance of MSMEs. Competitive advantages, such as superior product quality, attractive pricing, and strong client relationships, have been shown to increase sales volume and foster customer loyalty.

The Simultaneous Effect of Entrepreneurial Orientation, Marketing Efficiency, and Competitive Advantage on Marketing Performance of Clove Businesses in Gebugan Village

The coefficient of determination (R-Square) for the Marketing Performance variable, as shown in Table 4.10, is 0.713. This score indicates that Entrepreneurial Orientation, Marketing Efficiency, and Competitive Advantage together account for 71.3% of the variance in Marketing Performance. Conversely, the remaining 28.7% is influenced by variables external to the research model not analyzed in this study, including external environmental factors, market conditions, government regulations, and additional managerial elements.

PLS-SEM analysis shows that the R-Square value of 0.713 is classified as strong, as it exceeds 0.67. This indicates that the research model has strong predictive ability and is appropriate for explaining the relationships between variables. In conclusion, the integration of an innovative and proactive entrepreneurial orientation, effective marketing channel and cost management, and the ability to build a sustainable competitive advantage substantially improved the marketing performance of clove companies in Gebugan Village.

This finding aligns with strategic marketing theory, which states that marketing performance is influenced not by a single factor, but by the interaction between a company's internal competencies and its competitive strategy. A high level of entrepreneurial orientation correlates with a more efficient marketing system and a strong competitive advantage, thus increasing the business's potential for increased sales volume, market share, and profit growth. Consequently, the three independent factors in this study collectively demonstrated a significant influence on the marketing performance of these clove companies.

CONCLUSION AND RECOMMENDATION

Based on the results of research on clove businesses in Gebugan Village, Bergas District, Semarang Regency, it can be concluded that entrepreneurial

orientation, marketing efficiency, and competitive advantage individually or simultaneously have a positive and significant influence on marketing performance. Entrepreneurs who are innovative, proactive, and willing to take risks tend to be able to increase sales and profitability. Marketing efficiency through the selection of appropriate channels and cost control also contributes to increased profits. In addition, competitive advantages reflected in product quality, competitive prices, and wider market access strengthen business actors' bargaining position. Together, these three factors are strategic elements that drive increased sales volume, market expansion, and the sustainability of the clove business.

SUGGESTION

Based on the research results, clove entrepreneurs in Gebugan Village are advised to continue improving their entrepreneurship through innovation, proactiveness, post-harvest quality improvement, product diversification, and utilization of market information. In addition, marketing efficiency needs to be enhanced by selecting shorter marketing channels, managing transportation and storage costs optimally, and increasing the share of prices received. Entrepreneurs also need to strengthen their competitive advantage by maintaining product quality, setting competitive prices, and expanding marketing networks to avoid dependence on a single buyer. For future researchers, it is recommended to expand variables such as market orientation, adoption of digital technology, access to financing, and government policy support, as well as to use more diverse research methods and cover broader areas in order to obtain more comprehensive and generalizable results..

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