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The Effect of Competitiveness and Marketing Strategy on Business Productivity and Its Impact on Profit

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Abstract

Businesses that are run by family companies, supervision and planning are very important to achieve productivity so that the company always gets the expected profit, so family companies need to build competitiveness and marketing strategies. This study aims to analyze the effect of competitiveness and marketing strategy on business productivity, analyze the effect of competitiveness, marketing strategy, and business productivity on profit, and analyze the effect of business productivity mediating the effect of competitiveness and marketing strategy on family business profits. The population in this study were the heads of family companies from 220 companies with a sample of 70 people with the sampling technique using purposive sampling. Hypothesis testing using Path Analysis and testing the mediating effect with the Sobel Test. The results of the study show that partially there is a positive and significant influence between competitiveness and marketing strategy on business productivity with a coefficient of determination of 49.9%. The results showed that partially positive and significant influence between competitiveness, marketing strategy, and business productivity on profit with a coefficient of determination of 82.4%. The Sobel test results in the moderation test I were 2.740 and p <0.05 indicating that the business productivity variable mediates the effect of competitiveness on family business profits. The Sobel test results in the second moderation test were 4.477 and p <0.05 indicating that the business productivity variable mediates the effect of marketing strategy on family business profits.

Keywords: *competitiveness, marketing strategy, business productivity, and profit.*

Introduction

Family firms play an important role in the economy in Indonesia. Family businesses not only play a role in driving economic growth, but also create jobs for millions of Indonesians. The majority of corporate ownership forms in the world are companies controlled by families, including companies in Indonesia, based on a 2014 Price Waterhouse Cooper survey, more than 95 percent of companies are family businesses.

Chen and Cheng (2008) revealed that the definition of a family company can be seen from the form of organizational management in which the founding family members still occupy the top positions in management. According to Anderson and Reeb (2003), a family company is characterized by the presence of family share ownership and (or) the family occupies a management position. In Indonesia, according to the Jakarta Consulting Group (2014) family companies are initially owned by only one person who will develop the company. After the company starts to grow, the founder will invite his children and siblings to even become a family dynasty because they have the same vision and goals. Every businessman, including in family companies, is very important to achieve productivity so that the company always gets the expected profit. The amount of goods and services is called the result and the amount of labor, the amount of capital, land, energy and the like is called the source. The relationship between results and the resources used to produce these results (Sukotjo, 1995) is called productivity. Productivity is the ratio to what is produced from the channels used to obtain these results is the traditional formulation of total productivity. To achieve this, it is necessary for family companies to build competitiveness and marketing strategies.

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The element that is the spearhead of the company is essentially a marketing strategy. The marketing strategy cannot be said to be a specific action but is stated as a marketing effort carried out to achieve certain goals. McCarthy (2000) provides an understanding of marketing strategy which consists of integrated elements, namely the 4Ps of the marketing mix, namely: product, price, place and promotion which grow along with the company's movements and changing environments. Assauri (2013) provides a definition, namely a policy or rule that leads to the company's marketing efforts from time to time to achieve a series of goals and objectives, at each level and reference and allocation, especially as a response to the company's response to the environment and competitive conditions. which is always changing.

Competitiveness and marketing strategies are needed by companies as the right way to increase company profits. The influence of the marketing strategy has an impact on the productivity and profit of the company. Income that exceeds expenses during an accounting period (Harahap, 2009), is called profit. Suwardjono (2008: 464) says profit is defined as a reward for the company's efforts to produce goods and services. So profit means as income that is greater than costs (all costs inherent in production activities and delivery of goods/services).

Several studies regarding the effect of competitiveness and marketing strategies on business productivity have been carried out by a number of researchers, including Sairo, et al (2018) that marketing strategies have a negative effect on business productivity. Kurdi's research, et al (2018) resulted in a statement that marketing strategy has a positive effect on business productivity. Hartono, et al (2012) found that marketing strategy has a positive influence on increasing sales and profits.

Competitiveness

Competitiveness is the level of productivity which is defined as the output produced by a workforce (Porter, 2005). Competitiveness is a company's ability to formulate a strategy that can place it in a strategic position (Tangkilisan, 2007). The dimensions of a company's competitiveness as stated by Muhardi (2007) by quoting Ward et.al. (1998) is composed of cost, quality, delivery time, and flexibility.

Marketing strategy

Marketing strategy according to Kotler and Armstrong (2012) is a marketing logic in which companies hope to create value for customers and achieve profitable relationships with customers. A marketing strategy is a plan that outlines a company's expectations of the impact of various marketing activities or programs on the demand for its product or product line in a particular target market. Companies can use two or more marketing programs simultaneously, because each type of program such as advertising, sales promotion, personal selling, customer service, or product development has a different effect on demand. Therefore, a mechanism is needed that can coordinate marketing programs so that the programs are aligned and synergistically integrated. This mechanism is referred to as a marketing strategy. Marketing strategy according to Kotler and Armstrong (2012), marketing logic made by business units that hope to achieve marketing objectives. Marketing strategy is making decisions about marketing costs, marketing mix (product, price, promotion, location, human resources, process and environment), marketing allocation in relation to expected environmental conditions and competitive condition

Business Productivity

Business productivity is the result achieved from business which includes business quantity, business quality and timeliness. Simamora (2004) According to Siagian (2002), work productivity is the ability to get the maximum benefit from the available facilities and infrastructure by producing optimal output, if possible the maximum. According to Simamora (2004) the indicators used in measuring business productivity include business quantity, business quality and timeliness.

Profit

Harahap (2009) said to profit is an important figure in financial reports for various reasons, including: profit is the basis for tax calculations, guidelines for determining investment policies and decision making, the basis for forecasting profits and other company economic events in the future, basis in the calculation and assessment of efficiency in running the company. According to Chen (2004) profitability is a company's ability to generate profits through the efficient use of its assets, from a series of policies and financial decisions within a company. Profit consists of four main elements, namely revenue, expenses, gains and losses. The definitions of these profit elements have been put forward by the Financial Accounting Standards Board in Stice, et.al. (2004)

The Research Model

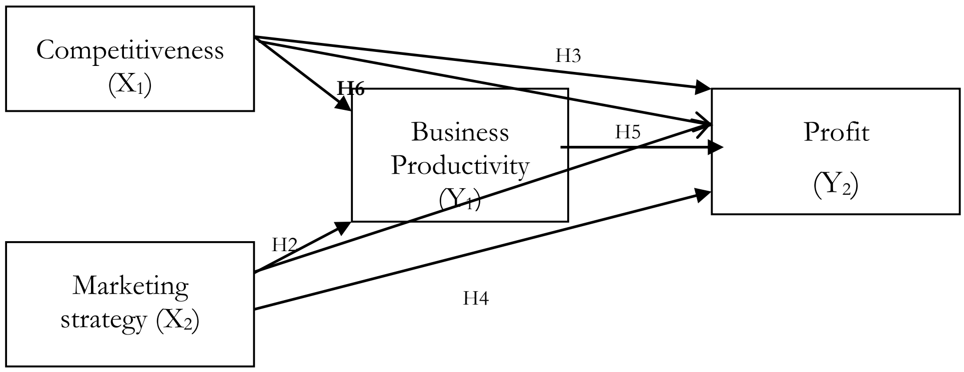

Figure 1. Research Model

Hypothesis

H_1 : Competitiveness has a positive effect on business productivity

H_2 : Marketing strategy has a positive effect on business productivity

H_3 : Competitive has a positive effect on profits

H_4 : Marketing strategy has a positive effect on profits

H_5 : Business productivity has a positive effect on profits

H_6 : Business productivity mediates the effect of competitiveness on profits

H_7 : Business productivity mediates competitive marketing strategy on profits.

Research Methods

The population of this research is the head of a manufacturing company which is a family company in the city of Semarang with a total of 220 companies. The research sample using the Slovin formula with a margin of error of 0.1 obtained 70 companies. Data collection used a purposive sampling technique, which is a sampling technique for data sources with certain considerations, namely the data source is considered to know best about what is expected, making it easier for researchers to understand the object or social situation being studied. The data collection method in this study used a questionnaire. Questionnaires as research data collection instruments must meet the requirements of validity and reliability. The questionnaire must be tested first by testing the validity and reliability tests. Testing the research hypothesis using Path Analysis and mediation testing using the sobel test.

Research Results and Discussion

Instrument Testing

Validity test using factor analysis KMO value > 0.500 and loading factor value > 0.400. The results of testing the validity and reliability using the SPSS program obtained the following results

Table 1: Validity and Reliability Test Results

Variable	No.	KMO	*Loading Factor*	Explanation	*Alpha Cronbach*
Competitiveness	X1.1	0.813 (enough sample)	0.477	Valid	0.834 (Reliable)
	X1.2		0.695	Valid	
	X1.3		0.822	Valid	
	X1.4		0.822	Valid	
	X1.5		0.633	Valid	
	X1.6		0.838	Valid	
	X1.7		0.675	Valid	
	X1.8		0.600	Valid	

Marketing strategy	X2.1	0.848 (enough sample)	0.934	Valid	0.907 (Reliable)
	X2.2		0.518	Valid	
	X2.3		0.704	Valid	
	X2.4		0.892	Valid	
	X2.5		0.506	Valid	
	X2.6		0.763	Valid	
	X2.7		0.682	Valid	
	X2.8		0.716	Valid	
	X2.9		0.920	Valid	
	X2.10		0.659	Valid	
Business Productivity	Y1.1	0.687 (enough sample)	0.800	Valid	0.723 (Reliable)
	Y1.2		0.810	Valid	
	Y1.3		0.800	Valid	
Profit	Y2.1	0.572 (enough sample)	0.824	Valid	0.760 (Reliable)
	Y2.2		0.580	Valid	
	Y2.3		0.671	Valid	
	Y2.4		0.837	Valid	
	Y2.5		0.633	Valid	

Source: The Processed Secondary Data (2025)

All variables with a KMO value of greater than 0.500 means that the sample capacity is sufficient for factor analysis, and judging from the loading factor value, it can be concluded that all statements are declared valid with a loading factor value of > 0.400 and all instruments in this study are reliable and feasible to use.

Table 2: Regression Analysis Results

Regression I

Model	Adjusted R Square	F Test		Regression Coefficient	t Test		Explanation
		F	Sign		t	Sign	
Equality I : $Y1 = \alpha1.X1 + \beta1.X2$							
Competitiveness to Productivity.	0.663	32.710	0.000[a]	0.289	2.887	0.005	H_1 accepted
Marketring Strategy to Productivity.				0.512	5.114	0.000	H_2 accepted

Source: The Processed Secondary Data (2025)

Regression II

Model	Adjusted R Square	F Test		Regression Coefficient	t Test		Explanation
		F	Sign		t	Sign	
Equality II: $Y2 = \alpha2 + \beta3.X1 + \beta4.X2 + \beta5.Y1$							
Competitiveness to profits.	0.824	108.483	0.000[a]	0.137	2.218	0.030	H_3 accepted
Marketring Strategy to profits.				0.259	3.769	0.000	H_4 accepted
Productivity to profits.				0.633	8.906	0.000	H_5 accepted

Source: The Processed Secondary Data (2025)

The results of the Sobel Test on business productivity testing as a mediating variable on the effect of competitiveness on profits in engineering consulting firms obtained Sobel Test values = 2.740 and $p = 0.003$ so that $p < 0.05$ indicates that the business productivity variable mediates the effect of competitiveness on company profits engineering consultancy.

The results of the Sobel Test on business productivity testing as a mediating variable on the effect of marketing strategy on profits in engineering consulting firms obtained Sobel Test values = 4.477 and

$p = 0.000$ so that $p < 0.05$ indicates that business productivity variables mediate the effect of marketing strategy on company profits engineering consultancy

Hypothesis Testing

1) The effect of competitiveness on business productivity (*t-test* = 2,887 ; $p = 0{,}005$ that $p < 0{,}05$) so that H1 is accepted. This means that there is a significant influence between competitiveness on business productivity.
2) The effect of the marketing strategy on productivity (*t-test* = 5,114 ; $p = 0{,}000$ that $p < 0{,}05$) so that H2 is accepted. This means that there is a significant influence between marketing strategies on business productivity.
3) Competitiveness to profit is 0.137 (positive) which means that location has a positive effect with a significance level of $0.003 < 0.05$ so H3 is accepted. If competitiveness is good, it will increase profits.
4) The marketing strategy on profit is 0.259 (positive) which means that the marketing strategy has a positive effect on profits with a significance level of $0.000 < 0.05$ so that H4 is accepted. If the marketing strategy is good, it will increase profits.
5) Productivity to profit is 0.633 (positive) which means that productivity has a positive effect on profit with a significance level of $0.000 < 0.05$ so H5 is accepted. If productivity is good, it will increase profits.
6) Business productivity mediates the effect of competitiveness on family company profits (Sobel Test = 2.740 and $p = 0.003$ so that $p < 0.05$) so that H6 is accepted.
7) Business productivity mediates the effect of marketing strategy on earnings in family companies Sobel Test = 4.477 and $p = 0.000$ so that $p < 0.05$ so that H7 is accepted

Discussion

The Effect of Competitiveness on Business Productivity

The results of testing the first hypothesis indicate that there is a positive and significant effect of competitiveness on business productivity in family firms. This means that the higher the competitiveness, the higher the business productivity, and vice versa, the lower the competitiveness, the lower the business productivity. The results of this study are in line with the research by Wardhani (2015), Haryono (2017), and Jaelani (2018) that competitiveness affects business productivity. Competitiveness relates to how effective an organization is in a competitive market, compared to other organizations that offer the same or similar products or services. In order to obtain a wider market, the company must have more competitiveness compared to other companies. Competitiveness can be in the form of products, services, or human resources. Companies must be able to have more value to their resources (added value for resources), so that it will produce strong competitiveness over other companies. Companies that are able to produce products and services with good quality are companies that are able to compete.

The Effect of Competitiveness on Business Productivity

The results of testing the first hypothesis indicate that there is a positive and significant effect of competitiveness on business productivity in family firms. This means that the higher the competitiveness, the higher the business productivity, and vice versa, the lower the competitiveness, the lower the business productivity. The results of this study are in line with the research by Wardhani (2015), Haryono (2017), and Jaelani (2018) that competitiveness affects business productivity. Competitiveness relates to how effective an organization is in a competitive market, compared to other organizations that offer the same or similar products or services. In order to obtain a wider market, the company must have more competitiveness compared to other companies. Competitiveness can be in the form of products, services, or human resources. Companies must be able to have more value to their resources (added value for resources), so that it will produce strong competitiveness over other companies. Companies that are able to produce products and services with good quality are companies that are able to compete.

Effect of Marketing Strategy on Business Productivity

The results of testing the second hypothesis indicate that there is a positive and significant effect of marketing strategy on business productivity in family firms. This means that the better the marketing strategy, the higher the business productivity, and vice versa, the worse the marketing strategy, the lower the business productivity. The results of this study are in line with the research of Marisa (2010), Iskandar (2017) and Sairo, et al (2018), that marketing strategy has a significant effect on business productivity. Marketing strategy is a plan that describes the company's expectations of the influence of various marketing activities or programs on the demand for its product or product line in a particular target market. Marketing strategy consists of the basic principles that underlie management to achieve business and marketing goals in a target market, marketing strategy contains basic decisions about marketing, marketing mix and marketing allocation (Kotler, 2007). Companies can use two or more marketing programs simultaneously, because each type of program such as advertising, sales promotion, personal selling, customer service, or product development has a different effect on demand. Therefore, a mechanism is needed that can coordinate marketing programs so that the programs are aligned and synergistically integrated. This mechanism is referred to as a marketing strategy.

The Effect of Competitiveness on Earnings

The results of testing the third hypothesis indicate that there is a positive and significant effect of competitiveness on earnings in family firms. This means that the higher the competitiveness, the higher the profit, and conversely, the lower the competitiveness, the lower the profit. The results of this study are in line with the research of Andriyani (2017) and Agustina (2017) that competitiveness affects profit. Competitiveness has a close relationship with earning profits because competitiveness reflects real conditions that can affect whether a company can earn a profit or not. Earnings are an important figure in financial statements for various reasons, including: profit is the basis for tax calculations, guidelines for determining investment policies and making decisions, the basis for forecasting profits and other company economic events in the future, the basis for calculating and efficiency assessment in running the company (Harahap, 2009). Competitiveness is the ability to maintain profits and market share and the strength of the competitiveness indicator is the profit earned from market share.

Effect of Marketing Strategy on Profit Earnings

The results of testing the fourth hypothesis indicate that there is a positive and significant effect of marketing strategy on profit in family companies. This means that the better the marketing strategy, the higher the profit, and vice versa, the worse the marketing strategy, the lower the profit. The results of this study are in line with the research of Andika (2008) and Setiawati (2017) that marketing strategy has a positive effect on profits. Marketing strategy is a fundamental tool and is planned to achieve company goals through the development of sustainable competitive advantage through the markets entered and marketing programs used to serve certain target markets (Tull and Kahle, 1990). The marketing strategy provides directions related to market segmentation variables, target market identification, positioning and marketing mix elements. The success of the marketing strategy implemented by the company depends on careful analysis and observation by the company of the factors that can influence the company's marketing strategy. The marketing strategy is the marketing logic, and based on it, the business unit is expected to achieve its marketing objectives. The company's marketing strategy consists of making decisions about the marketing costs of the company, the marketing mix, and marketing allocations in relation to the expected environmental conditions under competitive conditions. The company's overall marketing strategy is reflected in the prepared corporate marketing plan,

The Effect of Business Productivity on Profits

The results of testing the fifth hypothesis indicate that there is a positive and significant influence on business productivity on profit in family companies. This means that the higher the business productivity, the higher the profit, and vice versa, the lower the business productivity, the lower the profit. The results of this study are in line with the research of Laelatu (2008) which shows that there is a positive influence between business productivity and profit. Operational productivity is a factor whose performance must always be monitored and maintained. Increasing productivity is important because it helps keep costs efficient. Cost efficiency allows obtaining higher profits or profits or the ability to sell services or products at lower prices

The Effect of Competitiveness on Profits for Family Companies with Business Productivity as a Mediating Variable

The results of the study show that business productivity mediates the effect of competitiveness on family business profits. It is known from the comparison between the direct effect of competitiveness on profits with a Beta value of 0.137 which is smaller than the indirect effect of competitiveness on profits, it is known that the Beta value is 0.183. The indirect effect is the multiplication of the Beta value of (a) the effect of competitiveness on business productivity with (b) the Beta value of the effect of business productivity on corporate profits. The influence of competitiveness on business productivity in family companies is in accordance with research conducted by Wardhani (2015), Haryono (2017), and Jaelani (2018). While there is a positive influence between business productivity and profits shown by Laelatu's research (2008). Business productivity is proven to mediate the effect of competitiveness variables on family company profits. This shows that the influence of competitiveness on business productivity and business productivity on profit in family companies has a greater influence than the effect of competitiveness on family business profits. If the company's competitiveness is high, it will affect the company's business productivity, and if the business productivity is high, it will increase the company's profit.

The Influence of Marketing Strategy on Profits for Family Companies with Business Productivity as a Mediating Variable

The results of the study show that business productivity mediates the effect of marketing strategy on family business profits. It is known from the comparison between the direct effect of marketing strategy variables on profit with a Beta value of 0.259 which is smaller than the indirect effect of marketing strategy variables on profit, it is known that the Beta value is 0.324. The indirect effect is the multiplication of the Beta value of (a) the influence of marketing strategy on business productivity with (b) the Beta value of the effect of business productivity on corporate profits. The influence of marketing strategy on business productivity in family companies is in accordance with research conducted by Marisa (2010), Iskandar (2017) and Sairo, et al (2018), that marketing strategy has a significant effect on business productivity. Meanwhile, there is a positive influence between business productivity and profits shown by Laelatu's research (2008). Business productivity is proven to mediate the influence of marketing strategy variables on family company profits. This shows that the effect of marketing strategy on business productivity and business productivity on profit in family companies has a greater influence than the effect of competitiveness on family business profits. If the company's marketing strategy is high, it will affect the company's business productivity, and if the business productivity is high, it will increase the profit of the family company

Conclusion

The results showed that there was a positive and significant effect of competitiveness and marketing strategy on business productivity in family companies. The results of the study also show that there is a positive and significant influence of marketing strategy, competitiveness and business productivity on profit in family companies. Business productivity mediates the influence of competitiveness on family business profits. This means that if the company's competitiveness is high, it will affect business productivity, and if business productivity is high, it will increase the profit of family companies. Business productivity also mediates the effect of marketing strategy on family business profits. This means that if the company's marketing strategy is good, it will affect the company's business productivity, and if the business productivity is high, it will increase the profit of the family company

Future Research

This research has not been able to capture the phenomenon perfectly, this can be seen from the Adjusted R^2 value which only reached 82.4% so that there are still many phenomena explained by other variables that have not been examined which can be studied in future research.

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