

The Role of Competitive Advantage in Mediating the Effect of Market Orientation on Marketing Performance Florist in Denpasar City

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ABSTRAK

Perkembangan teknologi dan informasi menyebabkan permintaan pelanggan di Kota Denpasar terhadap bisnis Florist meningkat secara signifikan. Tuntutan tersebut menjadi salah satu faktor yang membuat para pelaku bisnis berlomba-lomba meraih peluang dengan mendirikan bisnis Florist. Penelitian ini bertujuan untuk menjelaskan pengaruh secara parsial orientasi pasar terhadap kinerja pemasaran dan keunggulan bersaing, menjelaskan pengaruh keunggulan bersaing terhadap kinerja pemasaran, dan menjelaskan peranan keunggulan bersaing sebagai mediator pengaruh orientasi pasar terhadap kinerja pemasaran Florist di Denpasar Kota. Penelitian ini dilakukan pada toko bunga di Kota Denpasar dengan jumlah sampel sebanyak 94 responden dengan menggunakan alat kuesioner. Sampel ditentukan dengan menggunakan metode sampling jenuh. Teknik analisis data yang digunakan adalah analisis jalur dengan bantuan program SPSS. Hasil analisis menunjukkan bahwa orientasi pasar berpengaruh positif dan signifikan terhadap kinerja pemasaran, orientasi pasar berpengaruh positif dan signifikan terhadap keunggulan bersaing, keunggulan bersaing berpengaruh positif dan signifikan terhadap kinerja pemasaran. Hasil lainnya adalah keunggulan kompetitif mampu memediasi secara parsial pengaruh orientasi pasar terhadap kinerja pemasaran. Disarankan kepada pelaku usaha toko bunga di Kota Denpasar untuk selalu berusaha menjaga hubungan baik dengan pelanggan dan karyawan dalam jangka panjang. Hal ini dapat dilakukan dengan meningkatkan kemampuan berorientasi pasar dalam menjalankan bisnis.

ABSTRACT

The development of technology and information, causing customer demand in Denpasar for the Florist business has increased significantly. This demand is one of the factors that make business people competing to seize opportunities by establishing a Florist business. This study aims to explain the partial effect of market orientation on marketing performance and competitive advantage, explain the effect of competitive advantage on marketing performance, and explain the role of competitive advantage as a mediator of the influence of market orientation on Florist marketing performance in Denpasar City. This research was conducted at florists in Denpasar City with a total sample of 94 respondents using a questionnaire tool. The sample is determined using saturated sampling method. The data analysis technique used is path analysis with the help of the SPSS program. The results of the analysis show that market orientation has a positive and significant effect on marketing performance, market orientation has a positive and significant effect on competitive advantage, competitive advantage has a positive and significant effect on marketing performance. Another result is that competitive advantage is able to partially mediate the influence of market orientation on marketing performance. It is recommended that florist businesses in Denpasar City always strive to maintain good relations with customers and employees in the long run. This can be done by increasing market-oriented capabilities in running a business.

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1. INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) are one of the contributors in the economy because they can absorb labor and play a role in distributing development results. The absorption of labor in MSMEs has great potential because MSMEs use simple technology, so that they can create equal distribution of business opportunities and equal distribution of income which in turn can improve the economy and regional income (Fadhli & Rohmah, 2021; Kusumawardhani et al., 2015). The number of MSMEs in Indonesia always increases every year. The presence of the largest population, their contribution to employment, the creation of GDP, exports, and the production of fixed capital or investment all point to the growth of MSMEs in Indonesia's economy (Ariani & Utomo, 2017; Syahdan et al., 2020). Data from the Ministry of Cooperatives and SMEs stated that the number of MSME business sectors in Indonesia in 2019 reached 65.5 million units, an increase of 1.98% when compared to 2018 which totaled 64.2 million units. The number of micro businesses in 2019 reached 64.6 million, of which 798.7 thousand units were small businesses and 65.5 thousand units were medium businesses. MSMEs' participation in the Gross Domestic Product (GDP) is 61.07 percent or IDR 5,573.89 trillion (Aristeus, 2014; Pudyastiwi & Djatmiko, 2020). MSME competition occurs in areas that are experiencing rapid progress. The increasing number of similar or the same businesses, it will be increasingly difficult to distinguish between one product and another. The difficulty in differentiating these products requires businesses to develop strategies in order to achieve success in competition. Florists are MSMEs that experience this phenomenon. The large number of florist businesses has created intense competition in the city of Denpasar. The types of products sold in this business are of the same type, namely flower arrangements, and what distinguishes them is only the method of arranging the flowers and the types of flowers used. Florist refers to the term for professional floristry that includes flower care and handling, floral design or flower arrangement, ordering, displaying, and flower delivery (Dinur et al., 2020; Suryamen et al., 2016). Many business actors are interested in running this business because the florist business offers efficiency for business owners. The florist business refers to art and creativity in arranging it. The capital needed to run this business is not too large, and does not require a large area. In fact, this business can be done at home by marketing it online. The target consumers of this business include all levels of society, because flower bouquets are commonly used for certain moments such as weddings, graduations, workshop and various other types of events (Ernantyo & Febry, 2022; Riyanto & Muchayatin, 2023). High customer interest is one of the factors that make it possible to seize opportunities by establishing a Florist. It is very easy for potential customers to get related information about florist in the market that causes consumers to have many alternatives in the selecting florist according to their taste. Increased business development will affect the competition. Tight competition can be seen from the incessant marketing carried out by other business actors both in terms of price and promotion (Anggraini et al., 2019; Luntungan & Tawas, 2019). Business actors are required to be more creative and innovative in knowing the needs of their customers. These challenges require the business actors to always market oriented and set the appropriate strategy so as not to be outdone by the competition.

Performance are all systems related to activities and outcome which is obtained (Arnaboldi et al., 2015; Spekle & Verbeeten, 2014). A company's marketing performance is the impact of a marketing strategy's results and will be an important factor because it can be used as a benchmark for the business. An effort to measure the level of performance, such as sales volume, number of customers, profits, and sales growth, is marketing performance (Arbawa & Wardoyo, 2018; Manambing et al., 2018). Marketing performance can be used to evaluate the success of a company's marketing process activities (Astuti & Munir, 2022; Mau & Sukawati, 2019). The level of success of the overall performance, which includes the successful implementation of market-oriented strategies, sales growth, and company profits, is measured by marketing performance (Harini et al., 2022; Methasari et al., 2018).

Market orientation is a culture that can help businesses perform better in marketing (Alhakimi & Mahmoud, 2020; Riswanto et al., 2020). Market orientation is a measure of behavior and activities that reflect the implementation of the marketing concept. Market orientation is a multidimensional concept where this concept can be formulated through the concepts of: customer orientation, competitor orientation, and cross-functional coordination (Nwankwo & Kanyangale, 2019; Slater & Narver, 1994). Market orientation is a process and activity related to creating and satisfying customers by continuously assessing customer needs and wants (de Ruyter et al., 2022; Morgan et al., 2019). Market orientation refers to a company's ability to learn, understand, and respond to customer, competitor, and environmental factors on an ongoing basis that allows the company to respond to trends in potential markets (Rahima, 2018; Siahainenia & Tehuayo, 2020). This capability will assist the company in achieving marketing performance through market orientation. MSMEs that implement more marketing strategies will achieve high performance, competitiveness and growth.

Market orientation is the most effective and efficient organizational culture for creating the behaviors needed to create superior value for buyers and produce superior performance for companies, especially in a highly competitive environment (Jain et al., 2013; Mahmoud et al., 2016). Through market orientation, companies can make decisions in the short and long term. Companies in the short term must try to understand the strengths and weaknesses of existing competitors, while in the long term the company must understand what will be done in the future in achieving marketing performance (Arbawa & Wardoyo, 2018; Manambing et al., 2018). Application of market orientation will increase performance for the company and will be very effective in helping companies achieve and maintain competitive advantage (W. Chang et al., 2014; Wang & Miao, 2015). Previous research states that market orientation has a positive and significantly influence on marketing performance (Dahana et al., 2021; Salim et al., 2021). Similar research additionally, they assert that market orientation has a significant and positive impact on marketing performance (Medhika et al., 2018; Putri et al., 2018). Previous research stated that market orientation has a significant influence on marketing performance (Djodjobo & Tawas, 2014; Manahera et al., 2018). Previous research stated that market direction affects advertising execution (Santoso & Larasati, 2019; Shiratina et al., 2020). Previous research stated that market direction affects the advertising execution of MSMEs (Dalimunthe, 2017; Harjadi et al., 2020). On the other hand, there is controversy that several studies report insignificant performance relationships when measured through alternative measures, such as market share (Harjadi et al., 2020; Lamore et al., 2013). Other researchers have even found that market orientation is related to performance subjectively (Julian et al., 2014; Navarro-García et al., 2014). The results of other researchers also show that market orientation has a negative impact on marketing performance (Y. S. Chang & Fang, 2015; Chi & Sun, 2013). Researchers basically agree that market orientation has been identified as a significant variable affecting marketing performance. On the other hand, there are several researchers who find that market orientation does not conclusively affect marketing performance, and does not directly affect marketing performance but through other mediating variables. Therefore, in this study it is associated with competitive advantage as a mediating variable.

The right strategy will create a competitive advantage for the company (Maulidin et al., 2022; Rizal et al., 2021). The competitive advantage of small businesses is a set of factors that differentiate them from their competitors and give them an edge over them in the market (Lee & Yoo, 2019; Pratono et al., 2019). The extent to which a company is able to build a position that can maintain its position in the market whenever there are competitors, is known as a competitive advantage. Competitiveness can be explained as a preference or strategic dimension, in which businesses provide options to compete in target markets and provide competitive advantages for businesses (Dalimunthe, 2017; Harjadi et al., 2020). The concept of corporate strategic management states that competitive advantage is the key to success because it is a strategy designed to increase firm value (Arnaboldi et al., 2015; Spekle & Verbeeten, 2014). If a company focuses on developing competitive advantage, it will be able to compete with similar businesses and become an appropriate market symbol (Nizam et al., 2020; Prabawati & Handayani, 2019). Unlike the previous findings which stated that competitive advantage plays a role in mediating the effect of market orientation on marketing performance (Nizam et al., 2020; Puspaningrum, 2020). Similar research also shows that market orientation has no significant effect on marketing performance or through competitive advantage in SMEs (Puspaningrum, 2020; Udriyah et al., 2019). Based on the phenomenon and research gap as explained earlier, research on the marketing performance of florist businesses in Denpasar City, associated with market orientation and competitive advantage becomes important and interesting to be carried out to obtain empirical evidence. The hypothesis proved is that market orientation has a positive and significant effect on marketing performance (H₁), market orientation has a positive and significant effect on competitive advantage (H₂), competitive advantage has a positive and significant effect on marketing performance (H₃) and competitive advantage acts as a mediator of the influence of market orientation on marketing performance (H₄).

1. METHODS

This study used a quantitative associative approach. The research area is in Denpasar City, considering that the dominant florist business is in Denpasar. The respondents of the study were entrepreneurs / florist managers who represented their respective businesses, the sample of respondents was a saturated sample with a sample size of 94 respondents. Primary data were collected using questionnaires measured on a five-level Likert scale and secondary data were obtained through literature studies and available online sources. The data obtained are analyzed descriptively and inferentially. Descriptive analysis is intended to describe the characteristics of respondents and respondents' perceptions of research variables. Inferential analysis is approached with the path analysis method and

assisted by the SPSS program. Based on the research framework, two structural equations were obtained, namely:

Sub-structural Equation I

$$M = \beta_1 X + e_1 \quad (i)$$

Sub-structural Equation II

$$Y = \beta_2 X + \beta_3 M + e_2 \quad (ii)$$

Description: Y=Marketing performance (MP); X= Market orientation (MO); M= Competitive advantage (CA); $\beta_1, \beta_2, \beta_3$ = Variable regression coefficients; ϵ = error.

The mediation hypothesis test is performed by the Sobel Test procedure, in which the indirect effect is calculated by multiplying the path coefficient X to M(a) by the path coefficient M to Y(b) or (ab). H_0 is rejected or H_1 is accepted, if the sobel test statistics > 1.96 which means M is a mediating variable or vice versa.

2. RESULTS AND DISCUSSIONS

Results

The research model is good if the model is free from classical statistical assumptions. A theoretical model produces the right estimator parameter values if it meets the requirements of the classical regression assumptions which include normality test, multicollinearity test, and heteroscedasticity test. Normality Test. Asymp and 0.086 are the Kolmogorov-Smirnov (K-S) values, as shown in Table 1. Sig. (0.082 for 2-tailed) Because of the Asymp, these results indicate that the regression equation model has a normal distribution. Sig. (2-tailed) esteem is greater than the alpha worth of 0,05. Asymp and 0.072 are the Kolmogorov-Smirnov (K-S) values, as shown in Table 2. Sig. (2- tailed) have a value of 0.200. Because of the Asymp, these results indicate that the regression equation model has a normal distribution. Sig. (2-tailed) esteem is greater than the alpha worth of 0,05. Multicollinearity Test. Table 3 shows the value of tolerance and VIF from market orientation and competitive advantage variables, it shows a VIF value are 2.437 or less than 10, and that intends that there are no side effects of multicollinearity in this relapse model. Multicollinearity Test. Table 3 shows the value of tolerance and VIF from market orientation and competitive advantage variables, it shows a VIF value are 2.437 or less than 10, and that intends that there are no side effects of multicollinearity in this relapse model.

Heteroscedasticity Test. The market orientation variable has a significance value of 0.290, as shown in Table 4. If this value is greater than 0.05, it indicates that the independent variables have no effect on the absolute residual. According to these findings, this model exhibits no signs of heteroscedasticity. The competitive advantage variable has a significance value of 0.367, while the market orientation variable has a significance value of 0.534, as shown in Table 5. If this value is greater than 0.05, it indicates that the independent variables have no effect on the absolute residual. According to these findings, this model exhibits no signs of heteroscedasticity.

Table 1. Normality Test Structural I

	<i>Unstandardized Residual</i>
N	94
<i>Kolmogorov Smirnov</i>	0.086
<i>Asymp. Sig. (2-tailed)</i>	0.082

Data Source: Results of SPSS, 2023 data processing

Table 2. Normality Test Structural II

	<i>Unstandardized Residual</i>
N	94
<i>Kolmogorov Smirnov</i>	0.072
<i>Asymp. Sig. (2-tailed)</i>	0.200

Data Source: Results of SPSS, 2023 data processing

Table 3. Multicollinearity Test

Variable	<i>Tolerance</i>	<i>VIF</i>
Market Orientation	0.410	2.437
Competitive Advantage	0.410	2.437

Data Source: Results of SPSS 2023 data processing

Table 4. Heteroscedasticity Test Structural I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.787	0.381		4.693	0.000
Market Orientation	-0.096	0.090	-0.110	-1.064	0.290

Data Source: Results of SPSS, 2023 data processing

Table 5. Heteroscedasticity Test Structural II

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.221	0.369		0.598	0.551
Market Orientation	0.009	0.015	0.099	0.625	0.534
Competitive Advantage	0.038	0.042	0.144	0.906	0.367

Data Source: Results of SPSS, 2023 data processing

Path Analysis Result

The path analysis's value is presented in Table 6 of β_1 0.768 indicates that the market orientation variable has a positive effect on competitive advantage; competitive advantage will increase by 0.768 if market orientation increases. F test with a significance level probability of 0.000 or less than 0.05, it means that structural I am considered fit/valid, which means that the market orientation variable has a significant positive effect on the competitive advantage variable. The path analysis results are presented in Table 7 can be interpreted as β_2 , a value of 0.400 indicating that the market orientation variable has a positively effect on marketing performance; marketing performance will increase by 0.400 if market orientation is increased. The coefficient β_3 , which has a value of 0.578, indicates that the competitive advantage variable has a positive effect on marketing performance; marketing performance will increase by 0.578 if competitive advantage increases. Structural 2 is considered fit/valid if the F test has a significance level probability of 0.000 or less than 0.05. This suggests that the variables of marketing performance are significantly influenced positively by market orientation and competitive advantage.

Table 6. Path Analysis Outcomes in Structural I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.377	0.875		2.718	0.008
Market Orientation	0.272	0.024	0.768	11.499	0.000
R Square	0.590				
F Statistics	132.230				
F Test Significance	0.000				

Data Source: Results of SPSS, 2023 data processing

Table 7. Path Analysis Outcomes in Structural II

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.979	0.681		1.437	0.154
Market Orientation	0.174	0.028	0.400	6.285	0.000
Competitive Advantage	0.711	0.078	0.578	9.093	0.000
R Square	0.849				
F Statistics	255.869	F Test Sig.	0.000		

Data Source: Results of SPSS, 2023 data processing

The market orientation variable is presented in Table 8 with a coefficient $\beta_1 = 0.844$, has a positive impact on marketing performance., if market orientation increases, marketing performance will increase by 0.844. F gradetest with the market orientation variable has a significant positive impact on the marketing performance variable with a significance level probability of 0.000 or less than 0.05. Through

competitive advantage is presented in Table 9, market orientation variables have a 0.444 indirect effect on marketing performance. resulting in a total effect of 0.844 on marketing performance from market orientation variables. Using the competitive advantage variable, it is possible to conclude that the value of the effect of market orientation on marketing performance is greater than the value of the effect of market orientation on marketing performance without it, which is equal to 0.444. This conclusion can be reached on the basis of these findings.

Table 8. Path Analysis Outcomes Without Mediation Variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.668	0.901		2.962	0.004
Market Orientation	0.367	0.024	0.844	15.076	0.000
R Square	0.712				
F Statistics	227.275	F Test Sig.	0.000		

Data Source: Results of SPSS, 2023 data processing

Table 9. The Effect of Variables

Effect of variable	Direct effect	Indirect effect	Total effect
X → M	0.768		0.768
X → Y	0.400	0.444	0.844
M → Y	0.578		0.578

Data Source: Results of SPSS, 2023 data processing

Hypothesis testing

Effect of market orientation on marketing performance. Based on the results of the analysis in Table 9, the beta coefficient is 0.400 indicating a positive direction and a significance level probability of 0.000. Value of β_1 0.400 > 0 and a significance level probability of 0.000 < 0.05, indicating that H_0 rejected and H_1 accepted which means there is a positive and significant influence between Market Orientation (X) on Marketing Performance (Y). The increasing market orientation carried out by Florist resulting the marketing performance will increase. Effect of market orientation on competitive advantage. The beta coefficient is 0.768, which indicates a positive and a significance level probability of 0.000, as shown in Table 10. Value of β_2 0.768 > 0 and a significance level probability of 0.000 < 0.05, indicating that H_0 rejected and H_1 accepted which means that Market Orientation (X) and Competitive Advantage (M) have a positive and significant impact on one another. As a result of Florist's growing market orientation, the company will gain a competitive advantage. Effect of competitive advantage on marketing performance. Based on the results of the analysis in Table 10, the beta coefficient is 0.578 indicating a positive direction and a significance level probability of 0.000. Value of β_3 0.578 > 0 and a significance level probability of 0.000 < 0.05, showing that H_0 dismissed and H_1 acknowledged which implies there is a positive and huge impact between Competitive Advantage (M) on Marketing Performance (Y). As a result of Florist's growing competitive advantage, its marketing performance will improve. The role of competitive advantage mediates market orientation towards marketing performance. Based on the analysis results in Tables 9 and 10, the value of the coefficient $\beta_1 + \beta_2 + \beta_3$ is equal to 1.746 indicating a positive direction. Value of $\beta_1 + \beta_2 + \beta_3$ 1.746 > 0 indicates that H_0 rejected and H_1 accepted, which means that there is a role for Competitive Advantage (M) as a mediator of Market Orientation (X) on Marketing Performance (Y). So that market orientation assisted by increased competitive advantage, Marketing performance will also improve as a result. Testing the mediating variable using the Sobel test yields a Z count of 4.029 > 1.96, which means H_0 is rejected and H_1 is accepted, which means that the competitive advantage variable acts as a mediating variable for market orientation on florist marketing performance in Denpasar City.

Discussion

The effect of market orientation on marketing performance in the analysis in this study is significant. So, it can be concluded that market orientation has a positive and significantly effect on marketing performance. The increase of the florist market-orientation, the better the marketing performance and vice versa. Business owners who always promise to fill customer needs, held discussions regarding the development of activities carried out by competitors, and share roles in carrying out the business's strategy, succeed in realizing an increase in the number of customers and increase business profits. This result is also related to the respondent's description where the business owner is the

dominating respondent. Business owners tend to understand the right strategy for their business. The gender of the respondents is dominated by women who tend to be more familiar with the latest trends regarding florists which makes it easier for these businesses to be market oriented. 25 years old and above and undergraduate education is also a mature age and education in determining the right strategy for a business. The results of this study support similar research which state that Market orientation significantly and positively influences marketing performance (Bamfo & Kraa, 2019; Dahana et al., 2021; Harini et al., 2022; Mahmoud et al., 2016; F. A. P. W. Sari & Farida, 2020; Soekotjo et al., 2021).

The effect of market orientation on competitive advantage in the analysis in this study is significant. So, it is possible to draw the conclusion that market orientation significantly and positively influences competitive advantage. The increase of market-oriented will increase the competitive advantage possessed by florist and vice versa. Business that always give orders according to the needs of customers and always formulate company strategies have a positive impact on creating characteristics that can differentiate their products from other businesses. Can be seen from the description of the respondents, it is dominated by business owners who have the authority to determine the right strategy to achieve competitive advantage. Female business owners have high motivation in running their business which will bring their business to a superior position compared to its competitors (Jayawarna et al., 2013; S. Sari et al., 2015). Age 25 years and above and bachelor graduates prove that the strategy set is a mature strategy in helping businesses achieve competitive advantage that helps companies achieve success in competition. The results of this study support previous research which state that Competitive advantage is significantly enhanced by market orientation (Afiyati et al., 2019; Feranita & Setiawan, 2019; Medhika et al., 2018; Mujahidah & Wiwoho, 2021; Papadas et al., 2019; Udriyah et al., 2019; Yucha & Cahyani, 2022). The influence of competitive advantage on marketing performance in the analysis in this study is significant. It can be concluded that competitive advantage has a positive and significant effect on marketing performance. The increasing competitive advantage possessed by florist then further improve the marketing performance of florist and vice versa. Businesses that have characteristics that can differentiate their products from other businesses and always maintain relationships with customers have proven to have a positive effect on increasing the number of customers, achieving profit targets, and experiencing increased business profits. Business owners who dominate respondents in this study indicate that the determination of the right strategy by business owners can improve the marketing performance of florist businesses. Female business owners who have age maturity, increase business activities that can improve marketing performance in a company (Jayawarna et al., 2013; S. Sari et al., 2015). Age maturity, that is, over 25 years of age who also receive knowledge related to corporate strategy in undergraduate higher education shows a balance between preparation for starting a business and a sense of responsibility in running a business. The results of this study are in line with previous research which stated that competitive advantage has a positive and significantly effect on marketing performance (Amin et al., 2019; Fadhillah et al., 2021; Merakati et al., 2017; Nizam et al., 2020; Nofrizal et al., 2021; Sukaatmadja et al., 2021; Wulandari & Murniawaty, 2019). Based on the results of previous studies, it can be concluded that if a company has a competitive advantage, it can significantly improve the marketing performance of the company.

The role of competitive advantage mediates the effect of market orientation on marketing performance in the analysis in this study is positive. When competitive advantage serves as a mediator, the value of the effect of market orientation on marketing performance is rises. This rise suggests that Florist in Denpasar City's market orientation and competitive advantage can coexist to influence its marketing performance. Based on these results, the competitive advantage variable acts as a mediating variable for market orientation on marketing performance. This means that if the company is always market oriented by following consumer desires, always measuring things that can meet customer satisfaction, and is committed to customers, it will increase the company's superior position in the market which is supported by product uniqueness, good product quality, and good relationships with customers. Market orientation and competitive advantage possessed by a company will improve marketing performance which can be seen from the increase in the number of consumers, customer satisfaction, effective marketing programs, and business profits that increase periodically. The results of this study are in line with similar research which states that competitive advantage positively and significantly mediates the effect of market orientation on marketing performance (Correia et al., 2020; Mujahidah & Wiwoho, 2021; Puspaningrum, 2020; Rokhman, 2019). Further researchers are expected to be able to examine various variables or other models and expand the scope of research as a whole so that it is not limited to only the flower shop business in Denpasar City. This will allow to provide various perspectives and research results that further reinforce these results.

3. CONCLUSION

The results of the analysis show that market orientation has a positive and significant effect on marketing performance. Increasing the number of customers and benefits in florist business can be increased, if business actors are able; fulfill commitments to meet customer needs, always discuss competitors' business developments, and share roles in carrying out company strategy with employees on florists in Denpasar City's. Market orientation has a positive and significant effect on competitive advantage. If florists in Denpasar City are always able to provide orders according to customer needs and formulate the right strategy, it has an impact on competitive advantage, namely the creation of products that have distinctive characteristics compared with competitors. Competitive advantage has a positive and significant effect on marketing performance on florists in Denpasar City's. The increasing advantage of market competitiveness over the products produced by florists in Denpasar City's, then, its marketing performance can also certainly increase. Another result is that competitive advantage is able to partially mediate the influence of market orientation on marketing performance on florists in Denpasar City's. That is, the influence of market orientation on the marketing performance of florists in Denpasar City's, partly determined by the mediation of competitive advantage, and partly due to other factors not included in the model. It is recommended that florist businesses in Denpasar City always strive to maintain good relations with customers and employees in the long run. This can be done by increasing market-oriented capabilities in running a business.

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