

The Influence of Entrepreneurial Marketing and Digital Marketing on the Marketing Performance of Property Assets through a Competitive Environment at PT PLN (Persero) Pusklat

Fandy Nuary*, Adhi Prasetyo

Universitas Telkom, Indonesia

Email: fandyuary@student.telkomuniversity.ac.id*, adhipras@telkomuniversity.ac.id

Keywords	Abstract
Digital Marketing; Entrepreneurial Marketing; Competitive Environment; Asset Utilization; Property Marketing.	Marketing performance of property asset utilization is influenced by various strategic factors, including entrepreneurial marketing and digital marketing, as well as the competitive environment conditions faced by organizations. This research aims to analyze the influence of Entrepreneurial Marketing and Digital Marketing on the Marketing Performance of property assets through the Competitive Environment at PT PLN (Persero) Pusklat, examining both direct and indirect effects via competitive environment conditions. This research used a quantitative approach with a survey method. Data were collected through structured questionnaires distributed to the Implementation Unit, employees, and PIC Beyond kWh within PT PLN (Persero) Pusklat. The sample determination technique used the census method with a total of 312 respondents. Data analysis was carried out using PLS-SEM. The results Entrepreneurial Marketing and Digital Marketing have a positive and significant effect on Marketing Performance. Digital Marketing also has a positive and significant effect on the Competitive Environment, while Entrepreneurial Marketing does not significantly affect the Competitive Environment. The Competitive Environment does not have a significant effect on Marketing Performance. Mediation testing shows that the Competitive Environment fails to mediate the relationship between Entrepreneurial Marketing and Marketing Performance, as well as between Digital Marketing and Marketing Performance. The improvement in marketing performance of property asset utilization at PT PLN (Persero) Pusklat is more directly influenced by the implementation of Entrepreneurial Marketing and Digital Marketing than through competitive environmental conditions.

INTRODUCTION

PLN Pusklat as one of the strategic units under PT PLN (Persero) that has property assets with potential value and location, plays an important role in supporting the Beyond kWh program, which is a non-electricity income diversification strategy that aims to strengthen the company's financial independence and sustainability. In 2024, PLN Pusklat is given a target rental income of property assets of IDR 4.274 billion with the following details.

PLN Pusklat in 2024 showed satisfactory marketing performance by achieving property asset rental income of IDR 7.13 billion or 167% of the set target. The achievement of marketing performance in 2024 shows the considerable potential at PLN Pusklat in creating other revenues for corporates. The details of the achievement of property asset rental income in 2024 can be detailed as follows (Fernández et al., 2025; Jaouhari et al., 2025; Saari et al., 2024).

Based on these achievements, the Central PLN then set a more challenging revenue target for 2025 as a form of belief that the potential for utilization (rental) of the Pusklat assets can still be increased. This new target also reflects the demand for units to improve marketing performance, especially through a more targeted and effective integration of digital marketing, in order to maintain and even exceed the revenue performance that has been achieved in the previous year. The target income for PLN Pusklat property assets in 2025 is IDR 7.345 billion. This value is the highest target compared to other PLN units throughout Indonesia, as can be seen in the table below.

Property asset rental income generated for the October 2025 period showed fluctuations from quarter to quarter. In 2025, the realization of revenue in the first and second quarters will even exceed the target significantly, by 252.54% and 156.28%, respectively. However, in the third quarter there was a decrease in realization to 88.64% of the target that had been set, while the realization of the achievement in the fourth quarter of 2025 only reached 99.15% of the target that had been set.

This indicates that the marketing strategy, especially the implementation of digital marketing in PLN Pusklat's property asset promotion activities, has not been running optimally. The condition becomes even more challenging when the management of PLN Pusklat is faced with a situation where the determination of the 2025 operating budget which is used to support the achievement of marketing performance of Property Asset Rental Revenue is smaller than the determination of the 2024 operating budget PAGU which is 28.04% or IDR 1.03 billion, where this budget post is the main capital of PLN Pusklat in carrying out marketing activities or promoting the rental of property assets to customers.

The limited operating budget in 2025, which is the main source of funding for marketing activities, property asset rental, and the achievement of revenue realization until the fourth quarter of 2025, which has not yet reached the target, encourages PLN Pusklat to optimize a more efficient and measurable marketing strategy. In this condition, the use of digital marketing is a strategic choice because it offers a wider reach, relatively lower costs compared to offline activities, and the flexibility of campaigns that can be adjusted to market needs in real time without requiring large additional costs. The digital marketing approach also provides opportunities for PLN Pusklat to promote sustainably even though fiscal space is limited, so that consistency in achieving revenue targets in 2025 and the following years can still be pursued.

Then, in terms of innovation, the development of new training products and services in accordance with the needs of the external market is still relatively limited. The Education and Training Center has also not fully maximized its focus on opportunity, especially in identifying training needs from sectors outside PLN that continue to grow. In the resource lever dimension, the utilization of assets and resources owned has not been fully directed to increase the added value and income of the institution to the maximum. Then, efforts to build customer intensity, such as discussions with customers regarding potential cooperation and the development of training programs, have been carried out, but have not been followed by systematic follow-up in the form of long-term marketing strategies. This condition shows that even though entrepreneurial marketing activities have been running, the implementation still faces various obstacles that have an impact on the marketing performance of the Education and Training Center.

Along with the development of digital technology and changes in consumer behavior, the implementation of digital marketing is one of the important strategies for organizations in increasing marketing effectiveness and building long-term relationships with customers and partners. PT PLN (Persero) Pusat Pendidikan dan Latihan (Pusdiklat) as a unit that manages various education and training assets has begun to utilize digital platforms as a means of communication and promotion.

In terms of channel-bonding digital capabilities, Instagram functions as a digital channel that connects the PLN Education and Training Center with internal and external customers. Through digital content such as the publication of training activities, asset facilities, and institutional activities, the PLN Education and Training Center seeks to build a positive image and increase closeness with the audience. However, the use of digital channels still focuses on the delivery of one-way information, and has not been fully optimized to encourage continuous two-way interaction. The ability to use digital marketing to retain customers is also starting to be seen through the consistency of the presence of the PLN Education and Training Center on social media. However, digital-based customer retention strategies, such as the use of personalized content, digital follow-up, and the use of customer interaction data, are still not carried out optimally and integrated. In addition to relationships with customers, digital platforms also have the potential to be used to build long-term relationships with partners and suppliers (capabilities in creating durable relationships with suppliers through digital platforms). However, based on existing conditions, the use of digital media by the PLN Education and Training Center is still more dominant as a means of publication of activities than as a strategic tool to strengthen business partnerships and collaborations.

In the business process of renting property assets, PLN Pusdiklat operates in a competitive market environment, where a number of similar institutions, both from the public sector and state-owned enterprises, have similar asset characteristics in the form of training campuses, guesthouses, classrooms, halls, and other supporting facilities that are not only used for human resource competency development activities, but are also used as facility rental services to generate various income.

Based on the mapping of PLN Pusdiklat competitors from similar institutions as presented in the table above, it can be seen that most of the competing institutions have a model of property asset utilization that is relatively comparable to PLN Pusdiklat, especially in utilizing education and training facilities as a source of value and additional income outside the main functions of the organization. This indicates that the ownership of physical assets alone is no longer a significant differentiating factor, but rather the ability of institutions to manage, market, and optimize the use of these assets in an adaptive and value-oriented manner. Therefore, PLN Pusdiklat is required to develop a more proactive strategic approach through strengthening entrepreneurial marketing and digital marketing in order to be able to respond to the dynamics of the competitive environment and improve marketing performance through the sustainable leasing of property assets.

Marketing performance that has not reached the target indicates an indication of the ineffectiveness of the marketing strategy implemented. Conceptually, entrepreneurial marketing and digital marketing are seen as approaches that are able to improve marketing performance through the use of market opportunities and digital technology. Zahara et al. (2023) explain that the integration of entrepreneurial marketing with digital marketing

capabilities can improve customer interaction, expand market reach, and encourage improved marketing performance.

Previous research has shown that entrepreneurial marketing and digital marketing have an important role in improving marketing performance. Zahara et al. (2023) found that entrepreneurial marketing has a positive and significant effect on marketing performance, and digital marketing capabilities also have a significant effect on improving marketing performance through the use of digital technology and customer interaction. In line with that, Kusendang et al. (2024) show that digital marketing has a positive effect on competitive advantage, which in turn has a significant impact on marketing performance, thus indicating that there is an indirect mechanism in improving marketing performance. However, Zahara et al.'s (2023) research has not explicitly included the competitive environment variable as a mediator, while Kusendang et al. (2024) research still focuses on competitive advantage, so there is a research gap related to the role of competitive environment in mediating the relationship between entrepreneurial marketing and digital marketing on marketing performance, especially in the context of SOE organizations that have different characteristics from MSMEs.

Organizations are also faced with an increasingly competitive environment, characterized by the number of institutions that have similar asset characteristics. This condition shows that excellence is no longer determined by asset ownership, but by the ability to manage and market assets adaptively. Previous research is still limited in examining the role of competitive environment as a variable that mediates the relationship between marketing strategy and marketing performance, especially in the context of SOE organizations.

The object of this research is interesting to study because the implementation of digital marketing strategies at PLN Pusdiklat has not been running optimally, as shown by the decline in the realization of Beyond kWh revenue in 2025. This condition indicates that digital promotion and marketing communication activities have not yielded consistent results over time. Then there is still a research gap based on the results of previous studies that show inconsistencies in the influence of entrepreneurial marketing, digital marketing, and competitive environment on Marketing Performance. Based on these conditions, it is important to research the influence of entrepreneurial marketing, digital marketing on Marketing Performance through competitive environment at PT PLN (Persero) Pusdiklat, in order to provide an empirical understanding of effective marketing strategies, as well as become the basis for managerial decision-making in maximizing the value of company assets.

Based on these conditions, this study aims to analyze the direct influence of entrepreneurial marketing and digital marketing on marketing performance, as well as their direct influence on the competitive environment, and to examine whether the competitive environment mediates the relationship between both entrepreneurial marketing and digital marketing on marketing performance at PT PLN (Persero) Pusdiklat. This research is expected to provide theoretical benefits by contributing to the development of marketing management literature, particularly regarding the integration of entrepreneurial marketing, digital marketing, and competitive environment in improving marketing performance in the context of state-owned enterprises, while also enriching academic understanding of the competitive environment's mediating role between marketing strategies and organizational performance. Practically, this research offers strategic input for PT PLN (Persero) Pusdiklat management in

formulating effective marketing strategies to optimize property asset utilization, serving as a basis for allocating limited marketing budgets to more impactful digital marketing activities, strengthening entrepreneurial marketing capabilities, and developing adaptive strategies responsive to competitive dynamics, while also serving as a reference for other SOE units in developing asset utilization strategies to generate sustainable non-core revenues.

METHOD

This research used a quantitative approach with a type of associative research, The quantitative approach was chosen because it is able to explain phenomena objectively based on numerical data and statistical testing (Sugiyono, 2021) This research uses causal design, the causal approach is a research method that examines the relationship between one or more variables that cause changes in other variables (Weyant, 2022). The population in this study is all employees who serve as PIC for Property Rental Asset Rental of PLN Pusdiklat as many as 256 respondents. This study uses a census approach, where all members of the population are used as research respondents. According to Sugiyono (2016:82), the census is a technique for determining respondents by taking all members of the population as the object of research, so that the data obtained represents the condition of the population as a whole without going through a sampling process. The entire analysis was carried out using statistical software such as Smart PLS version 4, to obtain accurate, objective, and relevant results to the research objectives.

RESULTS AND DISCUSSION

Based on the results of the descriptive analysis of the characteristics of the respondents in the table below, it can be seen that this study is dominated by men, over 31 years old, with a bachelor's degree, working as a state-owned enterprise, and having a high level of income. This profile reflects that the respondents have a fairly established background, so they are expected to be able to provide an objective assessment of the research variables.

Table 1. Characteristics of Respondents

No	Category	Type	Quantity	Percentage
1	Gender	Male	242	77,6
		Women	70	22,4
2	Age	< 25 years old	16	5,1
		26 - 30 years old	35	11,2
		> 31 years old	261	83,7
3	Education	SMA	33	10,6
		Diploma	49	15,7
		Bachelor	187	59,9
		Magister	43	13,8
4	Jobs	SOE Employees	312	100
5	Revenue	> 11.000.000	166	53,2
		7.000.000 - 11.000.000	13	4,2
		3.000.000 - 7.000.000	133	42,6

Source: Primary Data Processed Questionnaire, 2026

Test Outer Model

The validity test in the study was carried out by looking at the values of convergent validity and discriminant validity. The convergent validity value is the value of the loading factor on the latent variable with the existing indicator. The expected value is more than 0.70 the result of this convergent validity is as follows:

Table 2. Outer Loading Test Results

Variable	Item Code	Outer Loading	Remarks
Entrepreneurial Marketing	EM1	0,784	Valid
	EM2	0,822	Valid
	EM3	0,872	Valid
	EM4	0,813	Valid
	EM5	0,867	Valid
	EM6	0,577	Valid
	EM7	0,847	Valid
	EM8	0,894	Valid
	EM9	0,834	Valid
	EM10	0,803	Valid
	EM11	0,704	Valid
	EM12	0,811	Valid
	EM13	0,849	Valid
	EM14	0,873	Valid
	EM15	0,870	Valid
	EM16	0,879	Valid
	EM17	0,851	Valid
	EM18	0,869	Valid
	EM19	0,820	Valid
	EM20	0,854	Valid
	EM21	0,689	Valid
Digital Marketing	DMC1	0,879	Valid
	DMC2	0,850	Valid
	DMC3	0,860	Valid
	DMC4	0,863	Valid
	DMC5	0,819	Valid
	DMC6	0,835	Valid
	DMC7	0,837	Valid
	DMC8	0,767	Valid
	DMC9	0,867	Valid
	DMC10	0,741	Valid
	DMC11	0,843	Valid
	DMC13	0,787	Valid
	DMC14	0,723	Valid
Competitive Environment	CE1	0,772	Valid
	CE2	0,735	Valid
	CE3	0,801	Valid
	CE4	0,776	Valid
Marketing Performance	MP1	0,858	Valid
	MP2	0,852	Valid
	MP3	0,845	Valid
	MP4	0,843	Valid

Variable	Item Code	Outer Loading	Remarks
	MP5	0,758	Valid
	MP6	0,828	Valid
	MP7	0,830	Valid
	MP8	0,834	Valid
	MP9	0,867	Valid

Source: Output of SmartPLS4 Software, 2026

Based on the results of the outer loading test after the indicator elimination process, it is known that there are several indicators that were deleted because they had an outer loading value below the minimum limit of 0.70 so that they did not meet the convergent validity criteria.

Tabel 3. Nilai Average Variance Extracted (AVE)

Variable	AVE	Critical Values	Remarks
Marketing performance	0698	>0,5	Valid
Entrepreneurial Marketing	0,675		Valid
Digital marketing	0,634		Valid
Competitive environment	0,595		Valid

Source: Data Processed Through PLS, 2026

Based on the results of the Average Variance Extracted (AVE) test in Table 3, it is known that all research variables have an AVE value above the minimum limit of 0.50 so that they meet the convergent validity criteria. The Marketing Performance variable has an AVE value of 0.698, the Entrepreneurial Marketing variable of 0.675, the Digital Marketing variable of 0.634, and the Competitive Environment variable of 0.595. This value shows that each construct is able to explain more than 50% of the variance of the indicators it has, so it can be stated that the indicators in this study have a good level of convergent validity.

Table 4. Discriminant Validity Values

	EC	DM	POSTED ON	MP
Competitive environment	0,772			
Digital marketing	0,696	0,796		
Entrepreneurial Marketing	0,593	0,828	0,821	
Marketing performance	0,585	0,838	0,920	0,836

Source: Data Processed Through PLS, 2026

Based on table 4 above, showing the value of cross loadings shows a good discriminant validity because it has a cross loadings value above 0.5, and has a correlation value of the indicator to its construct that is higher than the correlation value of the indicator with other constructs. Therefore, this study can be stated that this research passed the discriminatory validity test (cross loading)

Table 5. Reliability Test Values

Variable	Cronbach's alpha	Composite reliability	Critical Values	Remarks
Marketing performance	0,946	0,947	Cronbach's Alpha dan Composite Reliability > 0,7	Reliable
Entrepreneurial Marketing	0,957	0,977		Reliable
Digital marketing	0,957	0,963		Reliable
Competitive environment	0,775	0,779		Reliable

Source: Data Processed Through PLS, 2026

Based on the output as in table 5, it can be seen that all Cronbach's alpha and composite reliability values > 0.70. Therefore, it can be concluded that all instruments in the research variables are declared reliable and have met the reliability test. So the research model is feasible and can be continued to the next stage of analysis.

Inner Model Test

The overall structural model evaluation procedure aims to assess how well the model can explain and predict variances in endogenous constructs.

Table 6. R Square Values

Variable	R Square	Adjusted R Square
Marketing performance	0,865	0,864
Competitive environment	0,486	0,483

Source: Output of SmartPLS4 Software, 2026

Based on the table above, the R-Square value for the Competitive Environment variable is 0.486, which shows that the model is able to explain about 48.6% of the variation that occurs in the Competitive Environment, while the remaining 51.4% is explained by other variables outside the research model. Based on the criteria in the SEM-PLS analysis, the R^2 value in the range of 0.25–0.50 is included in the moderate category. This indicates that the model has sufficient explanatory ability to explain the Competitive Environment variable, although there are still other factors that also affect the company's competitive environmental conditions.

The R-Square value for the Marketing Performance variable is 0.865, which means that the model is able to explain about 86.5% of the variation in Marketing Performance, while the remaining 13.5% is influenced by other variables outside the research model. This value is in the strong (substantial) category, which shows that the independent variables in the study have an excellent ability to explain changes in Marketing Performance. Thus, the research model can be said to have high predictive power on marketing performance variables.

The Adjusted R-Square value shows 0.486 for Competitive Environment and 0.865 for Marketing Performance. The Adjusted R-Square value, which is not much different from the R-Square value, shows that the research model is stable and does not experience overfitting.

Table 7. Hypothesis Test

Hypothesis		Estimate	Significant	Verdict
Direct effect				
H1: Entrepreneurial Marketing => Marketing Performance		0,720	0,000	Supported
H2: Digital Marketing => Marketing Performance		0,256	0,000	Supported
H3: Entrepreneurial Marketing => Competitive Environment		0,050	0,303	Not Supported
H4: Digital Marketing => Competitive Environment		0,655	0,000	Supported
H5: Competitive Environment => Marketing Performance		-0,020	0,323	Not Supported
H6 : Entrepreneurial Marketing => Marketing performance => Competitive environment		-0,001	0,419	Not Supported
H7 : digital marketing => Marketing performance => Competitive environment		-0,013	0,330	Not Supported

Source: Output of SmartPLS4 Software, 2026

The Influence of Entrepreneurial Marketing on Marketing Performance

The results of hypothesis testing on the structural model show that Entrepreneurial Marketing has a positive and significant effect on Marketing Performance at PT PLN (Persero) Pusdiklat. This indicates that increasing marketing activities that are innovative, proactive, and opportunity-oriented can directly improve the marketing performance of the organization.

Based on the descriptive analysis of the questionnaire data, most respondents indicated that the organization's orientation was towards long-term value creation. This shows that the organization already has a strong strategic vision in building business sustainability and long-term relationships with customers. However, on the other hand, indicators related to courage in the face of rational risk have a relatively lower value. This condition shows that organizations tend to still be cautious in taking marketing risks.

This finding is in line with research conducted by (Hanaysha, J. R., & Al-Shaikh 2022) which proves that the dimensions of entrepreneurial marketing such as innovativeness, customer intensity, opportunity focus, value creation, and resource leveraging have a positive and significant effect on Firm Performance which increases marketing effectiveness, expands market share, and strengthens customer loyalty.

Research conducted by (Ouragini, I., & Lakhal 2024) shows that entrepreneurial marketing has a positive and significant effect on firm performance, where various dimensions of entrepreneurial marketing are able to improve company performance both in MSMEs and large companies across sectors. These findings indicate that the effectiveness of entrepreneurial marketing lies in its ability to encourage companies to respond to market opportunities more adaptively through the management of relevant internal capabilities in a dynamic business environment.

The Influence of Digital Marketing on Marketing Performance

The test results show that Digital Marketing has a significant direct influence on Marketing Performance. This indicates that the organization has utilized various digital platforms in marketing activities and this is directly able to improve marketing performance.

Based on the descriptive analysis of the questionnaire data, most respondents showed that organizations are very good at utilizing digital technology for collaboration with partners. This reflects the strength of building an integrated digital ecosystem. However, the lowest value indicator is the ability to understand market needs and analyze market information digitally.

This condition shows that the organization is stronger in digital operational aspects, such as communication and collaboration and is able to optimally utilize digital data for strategic decision-making. This indicates that digital marketing is able to have a direct impact on improving marketing performance.

These findings are in line with research conducted by (Liang, Z., Du, J., & Hua 2025) showing that digital marketing capabilities have a positive and significant effect on firm performance, which is reflected in increasing profitability and effectiveness of company asset utilization. These capabilities allow companies to systematically integrate digital resources and marketing data to support more accurate decision-making and responsiveness to market dynamics.

The Influence of Entrepreneurial Marketing on the Competitive Environment

The results of the study show that Entrepreneurial Marketing does not have a significant influence on the Competitive Environment. This is indicated by the path coefficient value of 0.055 with a significance level of 0.600 (>0.05). The value of the coefficient indicates a positive relationship direction, but statistically the influence is not significant. This indicates that the implementation of an entrepreneurship-based marketing strategy has not been able to directly influence or shape the competitive environment at PT PLN (Persero) Pusdiklat.

Based on the descriptive analysis of the questionnaire data, most of the respondents showed that the organization has a strong orientation towards long-term value creation as well as the ability to develop creative and innovative ideas in marketing. In addition, the organization is also considered quite good at optimizing its resources to support marketing activities. However, this ability has not been able to have a meaningful influence on the company's Competitive Environment conditions.

This condition shows that the competitive environment faced by companies may be more influenced by external factors such as industry conditions, policy changes, technological developments, and competitor dynamics than internal factors in the form of the implementation of Entrepreneurial Marketing. As such, the company has implemented an innovative and proactive marketing approach, which is not yet strong enough to directly affect the competitive environment.

The results of this study are supported by research by Westerlund and Leminen (2018) which states that Entrepreneurial Marketing tends to be more customer-oriented than competitors, so its influence on the competitive environment is limited. In addition, Kowalik et al. (2022) found that external environmental determinants, including competition factors, do not consistently affect the orientation of Entrepreneurial Marketing in MSMEs. Supported by the theory (Porter, 1980) shows that Entrepreneurial Marketing does not have a significant effect on the Competitive Environment. This finding can be explained because Entrepreneurial

Marketing is an internal capability of a company that focuses on creating customer value, innovation, and exploiting market opportunities, while Competitive Environment is an external condition that is influenced by the industry structure and behavior of competitors. Thus, the increase in Entrepreneurial Marketing activities is not directly able to change the level of competition in the industry.

The results of this study are in contrast to the research conducted by Noor, L. S. (2025) which states that the integration of entrepreneurial and innovative approaches in marketing can increase competitive advantage, which ultimately forms a more conducive competitive environment for companies. The study explains that companies that implement entrepreneurial marketing effectively will have better ability to deal with competitive pressures and create market differentiation.

In addition, research by Waris, A., Santoso, E. B., Rochman, F., & Ulya, I. (2024) also proves that entrepreneurial marketing acts as a bridge between the dynamics of the business environment and increasing competitive advantage, especially in the MSME sector. Another study conducted by Suandi, E. (2022) shows that entrepreneurial marketing directly affects competitive advantage, which in turn has an impact on improving organizational performance. Therefore, the results of this study show that there are differences in findings that may be influenced by different organizational characteristics and business environmental conditions.

The Influence of Digital Marketing on the Competitive Environment

The test results show that Digital Marketing has a positive and significant influence on the Competitive Environment. This is indicated by the path coefficient value of 0.639 with a significance level of 0.000 (<0.05). The considerable coefficient value shows that the more optimal the company is in utilizing digital technology and digital-based marketing media, the better the company's ability to face a competitive environment.

Based on a descriptive analysis of the questionnaire data, most respondents showed that organizations have been able to leverage digital technology to effectively build relationships with customers and business partners. In addition, the organization is also considered quite good at coordinating marketing activities through digital systems and utilizing digital media to expand market reach. The use of digital technology helps companies in increasing the speed of information delivery, strengthening marketing communication, and improving the company's ability to deal with market competition dynamics.

However, indicators related to the ability to understand market needs and analyze market information digitally still have relatively lower values than other indicators. This shows that companies still need to improve their ability to leverage digital data and analytics technology to support strategic decision-making. However, the implementation of Digital Marketing has been able to make a significant contribution in shaping the company's Competitive Environment.

The findings of this study are in line with research conducted by Mutmainah, Armawati, and Tovan (2024) which reported that online marketing strategies, including digital marketing, have a significant influence on competitive advantage in MSMEs. The research explains that the use of digital technology and online marketing is an important factor that is able to strengthen business competitiveness in a competitive market environment.

Other relevant findings were found by Aramita, Lestari, Hidayat, and Wansuryani (2025), which stated that digital marketing significantly affects product competitiveness, which is one

of the important indicators of an organization's competitive environment. The study provides evidence that the integration of digital marketing with marketing communication can help companies face increasingly complex global competition. Thus, the results of this study strengthen the view that the optimal use of Digital Marketing can improve the company's ability to face a competitive environment.

The Influence of Competitive Environment on Marketing Performance

The results of the study show that the Competitive Environment does not have a significant influence on Marketing Performance. This is shown by the value of the path coefficient of -0.018 with a significance level of 0.657 (>0.05). This value shows that the relationship between Competitive Environment and Marketing Performance is negative but not statistically significant. Thus, the conditions of the competitive environment have not been able to have a direct influence on the improvement of marketing performance at PT PLN (Persero) Pusdiklat.

Based on a descriptive analysis of the questionnaire data, most respondents showed that the organization has competitive prices and innovative services compared to other companies. In addition, the company is also considered to be able to keep up with technological developments to provide the best service to customers. However, indicators related to the company's ability to run marketing campaigns to increase customer acquisition and retention still have a relatively lower value than other indicators.

This condition shows that the company has a good enough competitive ability, the existing competitive environment has not been directly able to improve Marketing Performance. This may be due to other factors that are more dominant in influencing marketing performance, such as the effectiveness of internal marketing strategies, organizational innovation capabilities, and the use of digital technology in the company's marketing activities.

The results of this study are supported by Deku et al. (2024) who found that competition intensity does not have a significant influence on improving MSME business performance. In addition, Yaqub et al. (2025) show that marketing capabilities have a more dominant role in improving performance than external competition factors. This condition can occur because business actors focus more on operational management, product quality, and maintaining relationships with customers rather than paying attention to competitors' activities. As a result, changes in the level of competition in the market do not directly affect the achievement of the company's marketing performance.

The results of this study are in contrast to the research conducted by Sulaiman et al. (2024) and Tuyet, N. L. H., & Ninh, L. K. (2023) which shows that the competitive environment plays a role as a variable that is able to strengthen the influence of organizational orientation and capabilities on company performance. The study explains that companies that are able to adapt to the competitive environment will more easily improve the effectiveness of their marketing strategies and business performance.

In addition, research by Hadiyati et al. (2024) also found that the competitive environment or the level of competitiveness has a positive and significant effect on the business performance of MSMEs. The challenging competitive environment is considered to be able to encourage companies to be more innovative, responsive to market needs, and more efficient in managing company resources. Furthermore, Munandar, Cahyadi, and Andrianto (2025) revealed that the competitive environment plays a role as a mediating variable that explains

how organizational strategies and capabilities affect company performance. Thus, the results of this study show that there are differences in findings that may be influenced by different organizational characteristics and business environmental conditions.

The Influence of Entrepreneurial Marketing on Marketing Performance through a Competitive Environment

The test results show that Entrepreneurial Marketing does not have a significant indirect influence on Marketing Performance through the Competitive Environment. This is indicated by a significance value of 0.839 (>0.05). Thus, the Competitive Environment is not able to mediate the relationship between Entrepreneurial Marketing and Marketing Performance at PT PLN (Persero) Puskas.

Based on the descriptive analysis of the questionnaire data, the organization is considered to have a good long-term orientation and the ability to create marketing innovations and take advantage of market opportunities. However, this ability has not been able to translate into excellence in facing the competitive environment which can ultimately increase Marketing Performance indirectly.

This condition shows that the influence of Entrepreneurial Marketing on Marketing Performance is more dominant than through the role of the Competitive Environment. In other words, the entrepreneurship-based marketing strategy implemented by the company is able to improve marketing performance without having to go through changes in the competitive environment first.

The results of this study are supported by Yaqub et al. (2025) who show that marketing capabilities are a stronger mediator in improving the performance of MSMEs, and Tolossa et al. (2024) who found that competitive advantage is more effective in bridging the influence of Entrepreneurial Marketing on firm performance than competitive environmental factors. This condition can occur because the Competitive Environment is an external factor that is relatively difficult to influence the Entrepreneurial Marketing activities carried out by the company. In addition, marketing success is more determined by the company's internal capabilities such as marketing capabilities, innovation, and the ability to build relationships with customers than the level of market competition.

The results of this study are in contrast to the research conducted by Munandar et al. (2025) which emphasized that entrepreneurial marketing strategies have a positive effect on marketing performance through competitive advantage as part of the organization's competitive environment. The research shows that companies that are able to build a competitive advantage through an entrepreneurial marketing approach will more easily improve their marketing performance.

In addition, research by Astuti et al. (2024) found that entrepreneurial marketing has a significant impact on the marketing performance of MSMEs, especially in business units operating in a highly competitive environment. The study by Wahyuni & Susanti (2023) also shows that entrepreneurial marketing combined with adaptation to a competitive environment can produce a significant improvement in marketing performance. Therefore, the results of this study show that in the context of PT PLN (Persero) Puskas, the Competitive Environment has not been able to play a mediating variable in the relationship between Entrepreneurial Marketing and Marketing Performance.

The Influence of Digital Marketing on Marketing Performance through a Competitive Environment

The results of the study show that Digital Marketing does not have a significant indirect influence on Marketing Performance through the Competitive Environment. This shows that the Competitive Environment has not been able to mediate the relationship between digital marketing and marketing performance.

Based on the descriptive analysis of the questionnaire data, digital marketing has been well implemented in the aspect of collaboration, but weaknesses in market analysis cause digital strategies to not be able to create a strong competitive advantage. As a result, the influence of digital marketing both directly and indirectly on marketing performance becomes insignificant.

The results of this study are supported by Deku, Wang, and Preko (2024) who found that competition intensity has a negligible mediating effect on the relationship between digital marketing capability and business performance. This condition can occur because Digital Marketing focuses more on improving communication with customers, expanding market reach, and ease of transactions whose benefits can be felt directly by consumers without having to affect market competition conditions first.

This finding is in contrast to research conducted by Ardianto, Nurlela, and Syah (2024) found that digital marketing has a positive effect on competitive advantage, which then has a significant impact on marketing performance in service companies. In addition, the study by Wicaksono & Wibowo (2023) reports that digital marketing has a positive and significant relationship with marketing performance in the creative industry, especially when companies are able to respond to competitive pressures through adaptive digital strategies. Supported (AlSokkar et al., 2025) states that digital marketing is able to improve competitive advantage which then increases marketing performance.

CONCLUSION

Based on the results of data analysis, it can be concluded that Entrepreneurial Marketing has a positive and significant influence on Marketing Performance. Digital Marketing has a positive and significant influence on Marketing Performance. Entrepreneurial Marketing does not have a significant effect on the Competitive Environment. Digital Marketing has a positive and significant effect on the Competitive Environment. Competitive Environment does not have a significant effect on Marketing Performance. The Competitive Environment is not able to mediate the relationship between Entrepreneurial Marketing and Marketing Performance. The Competitive Environment cannot mediate the relationship between Digital Marketing and Marketing Performance. This finding provides practical advice for PT PLN (Persero), especially the Pusdiklat unit, namely the company is advised to strengthen the application of entrepreneurial marketing in property marketing activities. This can be done by increasing the creativity of the marketing team in identifying market opportunities, daring to take innovative marketing approaches, and being more responsive to changing customer needs. Companies need to optimize the use of digital marketing as the main strategy in marketing properties. The use of various digital platforms such as the company's official website, social media, and online property marketing platforms can increase market reach and accelerate the dissemination of information to potential consumers. Companies need to pay attention to the conditions of the

competitive environment in the property industry by periodically monitoring competitor strategies, market trends, and changes in consumer preferences. Companies are advised to improve the competence of human resources in the field of marketing, especially related to digital marketing capabilities and innovative marketing strategies.

REFERENCES

- AlSokkar, A. A., Al-Gasawneh, J. A., Alamro, A., Binkhamis, M., AlGhizzawi, M., & Hmeidan, T. A. (2025). The effectiveness of e-marketing on marketing performance in Jordanian telecommunications companies: Exploring the mediating role of the competitive environment. *SN Computer Science*, 6(1), 58.
- Astri Kusendang, Agus Mulyana, & Feby Febrian. (2024). The influence of digital marketing and product innovation on competitive advantage and its implications on marketing performance (A survey of SMEs assisted by the Department of Trade and Industry of Bandung City). *Global International Journal of Law, Social Science, and Humanities (GIJLSS)*, 1(4), 173–183. <https://doi.org/10.38035/gijlss.v1i4>
- Bougie, R., & Sekaran, U. (2020). *Research methods for business: A skill-building approach* (Asia ed.). Wiley.
- Deku, W. A., Wang, J., & Preko, A. K. (2024). Digital marketing and small and medium-sized enterprises' business performance in emerging markets. *Asia Pacific Journal of Innovation and Entrepreneurship*, 18(3), 251–269. <https://doi.org/10.1108/APJIE-07-2022-0069>
- Fernández, A., Haffner, M., & Elsinga, M. (2025). When land is not enough: Drawing in private investment to increase social rental housing in Spain. *Cities*, 159, 105720.
- Hanaysha, J. R., & Al-Shaikh, M. E. (2022). An examination of entrepreneurial marketing dimensions and firm performance in small and medium enterprises. *Sustainability*, 14(18), 11444.
- Hidayat, M. (2024). The mediating role of innovation on the relationship between knowledge management, organizational learning, and SME performance. *Journal of Economic, Management, Accounting and Technology*, 7(2), 527–538.
- Jaouhari, A. El, Samadhiya, A., Kumar, A., Chokshi, H., Sesplaukis, A., & Raslanas, S. (2025). Tokenization and the future of property investment: A new paradigm for real estate. *International Journal of Strategic Property Management*, 29(4), 297–315.
- Kowalik, I., Danik, L., & Pleśniak, A. (2022). Entrepreneurial marketing orientation of the Polish and Finnish SMEs and its environmental determinants. *Journal of Business & Industrial Marketing*, 37(13), 167–181.
- Liang, Z., Du, J., & Hua, Y. (2025). The impact of digital marketing capability on firm performance: Empirical evidence from Chinese listed manufacturing firms. *Journal of Theoretical and Applied Electronic Commerce Research*, 20(3), 236.
- Munandar, J. M., Cahyadi, E. R., & Andrianto, M. S. (2025). The impacts of business sustainability factors on competitiveness and marketing performance: An exploratory approach to the case of Indonesian micro-, small-, and medium-sized enterprises. *Sustainability*, 17(10), 4593.
- Ouragini, I., & Lakhal, L. (2024). The effect of entrepreneurial marketing education on the determinants of students' entrepreneurial intention. *International Journal of Management Education*, 22(1).
- Porter, M. E. (1980). *Competitive strategy: Techniques for analyzing industries and competitors*. Free Press.
- Saari, A., Sinclair, S., Ciro, T., Holopainen, M., Leshinsky, R., Junnila, S., & Salakka, A. (2024). *Green real estate financing market report 2024*.

- Sugiyono. (2017). *Metode penelitian kombinasi (Mixed methods)* (9th ed., S. Sutopo, Ed.). Alfabeta.
- Sulaiman, M. A. B. A., Asad, M., Awain, A. M. S. B., Asif, M. U., & Shanfari, K. (*Data publikasi tidak lengkap pada sumber yang diberikan.*)
- Tolossa, A. T., Singh, M., & Gautam, R. K. (2024). Unveiling the nexus: The crucial role of competitive advantage in bridging entrepreneurial marketing practices and sustainable firm performance in small and medium enterprises. *Journal of Innovation and Entrepreneurship*, 13(1), 43.
- Westerlund, M., & Leminen, S. (2018). Does entrepreneurial marketing underrate competition? *Technology Innovation Management Review*, 8(9).
- Yaqub, M. Z., Yaqub, R. M. S., Alsabban, A., Baig, F. J., & Bajaba, S. (2025). Market-orientation, entrepreneurial-orientation and SMEs' performance: The mediating roles of marketing capabilities and competitive strategies. *Journal of Organizational Effectiveness: People and Performance*, 12(4), 809–843.
- Zakiyah Zahara, Ikhsan, Ira Nuriya Santi, & Farid. (2023). Entrepreneurial marketing and marketing performance through digital marketing capabilities of SMEs in post-pandemic recovery. *Cogent Business & Management*, 10(2), 2204592. <https://doi.org/10.1080/23311975.2023.2204592>