

# THE INFLUENCE OF CORE COMPETENCE, MARKETING MIX STRATEGY AND MARKETING RELATIONSHIP STRATEGY TOWARD COMPETITIVE ADVANTAGE AND ITS IMPLICATION ON MARKETING PERFORMANCE (Survei Of Buku 2 Banks In West Java Province And DKI Jakarta)

Tatang Supriyadi <sup>1\*</sup>, Sucherly <sup>2</sup>, Undang juju <sup>3</sup>

<sup>1,2,3</sup> Doctoral Program of Management Science, Faculty of Management Science,  
Pasundan University Bandung-2022

## ARTICLE INFO

### Keywords:

Core Competence,  
Marketing Mix Strategy,  
Marketing Relationship Strategy,  
Competitive Advantage,  
Marketing Performance

### E-mail:

[tatang.uje72@gmail.com](mailto:tatang.uje72@gmail.com)

## ABSTRACT

This research tries to explain and analyze the influence of core competence, marketing mix strategy and marketing relationship strategy toward competitive advantage and its implication on marketing performance. This research uses a descriptive-verification method with a causal approach that aims to explain the influence between variables. The data used is primary data at BUKU 2 banks in West Java Province and DKI Jakarta which were collected through a questionnaire of 381 respondents. Descriptive analysis was performed by tabulating the data for the determination of the average value category, for verification analysis using Structural Equation Modelling (SEM) and LISREL data processing. The descriptive test shows that Core Competence including in the Fairly Competent category, Marketing Mix Strategy including in the Less Good category, Marketing Relationship Strategy included in the category Fairly Good, Competitive Advantage in Fairly Excellent category, and Marketing Performance with Fairly High category. The verification test shows that there is a significant effect of Core Competence, Marketing Mix Strategy, Marketing Relationship Strategy on Competitive Advantage. Thus, simultaneously the variables of Core Competence, Marketing Mix Strategy and Marketing Relationship Strategy provide a significant contribution to the formation of Competitive Advantage. Likewise, Competitive Advantage has a positive effect and significant on Marketing Performance at BUKU 2 banks in West Java Province and DKI Jakarta.

Copyright © 2022 Economic Journal. All rights reserved.

It is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)

## 1. INTRODUCTION

One of the factors influencing Indonesia's economic growth is the banking industry. Banking helps Indonesia in overcoming economic problems, it is caused that Indonesia implements a bank-based economy system, where the sources of state financing depend on the existence of banks. In an effort to face the challenges of competition, bank management needs to develop marketing strategies, such as strengthening synergies between business banking and consumer and retail banking to increase market share, expand business and focus on economic sectors, regions and prospective segments.

Commercial Bank Business Activities (BUKU 2) have goal to determine the range of business activities that can be carried out by a bank. In this regard, Bank Indonesia categorizes bank business activities based on their core capital. With this categorization, commercial banks are always motivated to increase their core capital so that their category level can also increase. The increase in this category will of course affect a wider scope of business activities.

BUKU 2 banks as financial institutions for micro, small and medium business activities and the informal sector are interesting to study, and researchers conducted research with a focus on BUKU 2 bank research in West Java and DKI Jakarta Provinces. This is the background for researchers to examine further about banking companies, especially regarding BUKU 2 banks in West Java and DKI Jakarta Provinces. Based on the phenomenon of the problem above, the researcher found gaps related to marketing performance, competitive advantage, core competence, marketing mix strategy and marketing relationship strategy, then it will be the subject of this study.

*The Influence Of Core Competence, Marketing Mix Strategy and Marketing Relationship Strategy toward Competitive Advantage and its Implication on Marketing Performance (Survei Of BUKU 2 Banks In West Java Province And DKI Jakarta). Supriyadi Tatang, et.al*

The purpose of this study was to find out, study and analyze about: Description of core competence, marketing mix strategy and marketing relationship strategy at BUKU 2 banks in West Java and DKI Jakarta Provinces; Description of competitive advantage in BUKU 2 banks in West Java and DKI Jakarta Provinces; Description of marketing performance at BUKU 2 banks in West Java and DKI Jakarta Provinces; The measurement of the influence of core competence, marketing mix strategy, and marketing relationship strategy on competitive advantage; The measurement of the influence of core competence on competitive advantage; The measurement of the influence of the marketing mix strategy on competitive advantage; The measurement of the influence of the relationship marketing strategy on competitive advantage; The measurement of the influence of competitive advantage on marketing performance.

## 2. METHOD

The method is used in this research is descriptive verification method with a quantitative approach. This research is a descriptive because the formulation of this research answers the question of how good the core competence, marketing mix strategy, marketing relationship strategy, competitive advantage and marketing performance in BUKU 2 banking companies in West Java and DKI Jakarta provinces. The research's variable are independent variables such as Core Competence, Marketing Mix Strategy, Marketing Relationship Strategy, Competitive Advantage and Marketing Performance.

This research is also causal/verification research because it aims to find out and analyze and test the truth of a hypothesis that is carried out through data collection where this research will examine the effect of core competence, marketing mix strategies, and marketing relationship strategies, on competitive advantage and their implications for marketing performance at BUKU 2 banks in West Java Province and DKI Jakarta.

### 2.1 Data Source

The data source is where the data is obtained. Is the data obtained from direct sources (primary data) or data obtained from indirect sources (secondary data) according Saban Echdar (2017:282). Primary data sources are data sources that provide data to information collectors directly, Saban Echdar (2017:284), primary data obtained directly from the original source without intermediaries. Primary data is specifically collected by researchers to answer research questions (through questionnaires). In this study, the primary data sources were all permanent employees who were interviewed by researchers, marketing management expert boards, bank leaders (directors), heads of divisions, heads of branches, heads of sub-branches and supervisors of BUKU 2 banks in West Java and DKI Jakarta Provinces who would fill the questionnaires in this study.

The analytical design used to analyze and interpret the data. The analysis in this study is divided into two parts, namely descriptive analysis and verification analysis.

- a. Descriptive analysis/descriptive statistics, which are used to analyze data by describing or describing the data that has been collected as it is without intending to make conclusions. Presentation of data through tables, tabulations or graphs, pie charts, pictograms, so that it is easy to do descriptive analysis (Sugiyono 2021: 207).
- b. Verification analysis with a causality approach, which is used to analyze the causal relationship between research variables according to the hypothesis being tested.

## 3. RESULT AND DISCUSSION

### 3.1 Descriptive Analysis

Descriptive analysis is intended to obtain an overview or description about the responses from respondents regarding explanations of independent variables such as core competence, marketing mix strategy, marketing relationship strategy, competitive advantage and marketing performance.

#### 1 Respondents' Responses About Core Competence

Recapitulation of the results of respondents' answers about the core competence variable has an average score of 3.06 with a standard deviation of 0.415 overall, the core competence at BUKU-2 banks in West Java and DKI Jakarta Provinces are in the range of 2.645 to 3.475, including the category quite competent to competent, this indicates that the core competence of BUKU-2 banks in the Provinces of West Java and DKI Jakarta, are quite competent, therefore core competence need to be improved.

## 2 Respondents' Responses About Marketing Mix Strategy

The recapitulation of the results of respondents' answers regarding the marketing mix strategy variable has an average score of 2.58 with a standard deviation of 0.411. Overall, the marketing mix strategy at BUKU-2 banks in West Java and DKI Jakarta Provinces is in the range of 2.169 to 2.991, including the unfavorable category this indicates that the marketing mix strategy at BUKU-2 banks in West Java and DKI Jakarta Provinces is said not good, therefore the marketing mix strategy must be improved.

## 3 Respondents' Responses About Marketing Relationship Strategy

The recapitulation of the results of respondents' answers regarding the marketing relationship strategy variable has an average score of 3.03 with a standard deviation of 0.406. Overall, the marketing mix strategy at BUKU-2 banks in West Java and DKI Jakarta Provinces is in the range of 2.624 to 3.436, including in the fairly good category, this indicates that the marketing relationship strategy at BUKU-2 banks in West Java Province and DKI Jakarta is said to be quite good, therefore the marketing mix strategy needs to be improved.

## 4 Respondents' Responses Regarding Competitive Advantage

Recapitulation of the results of respondents' answers regarding the competitive advantage variable has an average score of 3.07 with a standard deviation of 0.445, overall competitive advantage at BUKU-2 banks in West Java and DKI Jakarta Provinces is in the range of 2.625 to 3.515, including the fairly superior category, p. This indicates that the competitive advantage of Buku-2 Banks in the Provinces of West Java and DKI Jakarta is said to be quite superior, therefore competitive advantage needs to be increased

## 5 Respondents' Responses Regarding Marketing Performance

The recapitulation of the results of respondents' answers regarding marketing performance variables has an average score of 3.11 with a standard deviation of 0.495. Overall marketing performance at BUKU-2 banks in West Java and DKI Jakarta Provinces is in the range of 2.615 to 3.605, which is in the fairly high category. This indicates that marketing performance at BUKU-2 banks in West Java and DKI Jakarta provinces is said to be quite high, therefore marketing performance needs to be improved.

### 3.2 Verification Analysis

The research data from the questionnaire is a number of scores obtained from the respondents' answers to questions or statements regarding the indicators of several research variables, they are Core Competence ( $X_1$ ), Marketing Mix Strategy ( $X_2$ ), and Marketing Relationship Strategy ( $X_3$ ) as exogenous variables; Competitive Advantage ( $Y$ ) as a mediating variable and Marketing Performance ( $Z$ ) as an endogenous variable. These variables were analyzed using Structural Equation Modeling (SEM) analysis. Structural Equation Modeling is a model that describes the causal relationship between exogenous variables (causing variables) and endogenous variables (effect variables), as well as a combination of two statistical concepts, namely factor analysis as a measurement model and path analysis as a structural model.

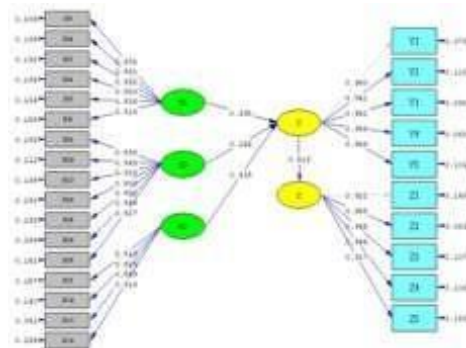


Figure 1 Relationship Structure of All Research Variables

### Data Normality Test

If the normality assumptions are not fulfilled and the normality deviation is large, so all statistical test results are invalid because t-test calculations are calculated using normal data assumptions (Ghozali, 2014: 37). Based on the data normality test results for each variable were obtained where each variable had a p-value > 0.05, which was 0.082 for the core competence variable, 0.096 for the marketing mix strategy variable, 0.102 for the marketing relationship variable, 0.113 for competitive advantage variable and 0.088 for marketing performance variable. These results indicate that the sample comes from a normally distributed population.

### Correlation Coefficient Analysis

Sugiyono (2016: 242) explains that the value of the correlation coefficient (closeness of relationship) between variables in the results of a study needs to be interpreted, so that its meaning is easy to understand. The first stage is to perform a correlation analysis to determine the degree of closeness of the relationship between the variables Core Competence ( $X_1$ ), Marketing Mix Strategy ( $X_2$ ), and Marketing Relationship Strategy ( $X_3$ ). The output results of the correlation coefficient are the largest correlation coefficient value is the correlation coefficient between the core competence variables and the relationship marketing strategy with a correlation value of 0.852. The magnitude of the correlation value is included in the very strong category so that it can be concluded that the correlation between the two independent variables is very strong.

### Loading Factor Core Competence Variable ( $X_1$ )

Core Competence Variables are formed by 6 dimensions as manifest variables namely Shared Vision, Cooperation, Empowerment, Technology, Technical Skills, and Capability of R&D. The results of the value measurement model (Loading Factor) for each manifest variable are obtained as follows:

Table 1 Loading Factor Core Competence Construct ( $X_1$ )

Manifest	Loading factor manifest on	$\lambda^2_i$	$\epsilon_i$
$X_{11}, \xi_1$	0,892	0,796	0,205
$X_{12}, \xi_1$	0,931	0,867	0,133
$X_{13}, \xi_1$	0,932	0,869	0,131
$X_{14}, \xi_1$	0,930	0,865	0,135
$X_{15}, \xi_1$	0,936	0,876	0,124
$X_{16}, \xi_1$	0,919	0,845	0,155
<b>Total</b>	<b>5,540</b>	<b>5,117</b>	<b>0,883</b>

Source: Data Processing LISREL 8.7 (2022)

Based on the table above, all the resulting Loading Factor values are above 0.5 so that it is known that the manifest is valid in measuring the Core Competence variables.

### Marketing Mix Strategy Variable ( $X_2$ )

The Marketing Mix Strategy variable is formed by 7 dimensions as manifest variables namely Product, Price, Place, Promotion, People, Process, and Physical Evidence. The results of the value measurement model (loading factor) for each manifest variable are obtained as follows:

Table 2 Loading Factor Marketing Mix Strategy Construct ( $X_2$ )

Manifest	Loading Factor Manifest On	$\lambda^2_i$	$\epsilon_i$
$X_{21}, \xi_2$	0,898	0,806	0,194
$X_{22}, \xi_2$	0,943	0,889	0,111
$X_{23}, \xi_2$	0,928	0,861	0,139
$X_{24}, \xi_2$	0,900	0,810	0,190
$X_{25}, \xi_2$	0,931	0,867	0,133

$X_{26}, \xi_2$	0,949	0,901	0,099
$X_{27}, \xi_2$	0,927	0,859	0,141
<b>Total</b>	<b>6,476</b>	<b>5,994</b>	<b>1,006</b>

Based on the table above, all loading factor values generated are above 0.5 so that it is known that the manifest is valid in measuring the Marketing Mix Strategy variable.

#### Relationship Marketing Strategy ( $X_3$ ).

Marketing Relationship Strategy Variables are formed by 4 dimensions as manifest variables namely Bonding, Empathy, Reciprocity, and Trust. The results of the value measurement model (Loading Factor) for each manifest variable are obtained as follows:

Table 3 Loading Factor Relationship Marketing Strategy Construct ( $X_3$ )

Manifes	Loading Factor Manifest On Relationship Marketing Strategy Variable ( $\lambda_i$ )	$\lambda^2_i$	$\epsilon_i$
$X_{31}, \xi_3$	0,918	0,843	0,157
$X_{32}, \xi_3$	0,928	0,861	0,139
$X_{33}, \xi_3$	0,969	0,939	0,061
$X_{34}, \xi_3$	0,919	0,845	0,155
<b>Total</b>	<b>3,734</b>	<b>3,487</b>	<b>0,513</b>

Based on the table above, all the resulting loading factor values are above 0.5 so that it is known that the manifest is valid in measuring the Marketing Relationship Strategy variable.

#### Competitive Advantage (Y)

The Competitive Advantage variable is formed by 5 dimensions as manifest variables namely Cost Leadership, Differentiation, Focus, Flexibility, and Speed. The results of the value measurement model (Loading factor) for each manifest variable are obtained as follows:

Table 4 Loading Factor Competitive Advantage Construct (Y)

Manifest	Loading factor Manifest On pada Competitive Advantage Variable ( $\lambda_i$ )	$\lambda^2_i$	$\epsilon_i$
$Y1, \eta_1$	0,960	0,922	0,078
$Y2, \eta_1$	0,941	0,885	0,115
$Y3, \eta_1$	0,951	0,904	0,096
$Y4, \eta_1$	0,966	0,933	0,067
$Y5, \eta_1$	0,946	0,895	0,105
<b>Total</b>	<b>4,764</b>	<b>4,540</b>	<b>0,460</b>

Based on the table above, all the resulting loading factor values are above 0.5 so that it is known that the manifest is valid in measuring the Competitive Advantage variable

#### Marketing Performance Variable (Z)

Marketing Performance Variables are formed by 5 dimensions as manifest variables namely Sales, Market Share, Profitability, Customer Trust, and Brand Equity. The results of the value measurement model (loading factor) for each manifest variable are obtained as follows:

Table 5 Loading Factor Marketing Performance Construct (Z)

Manifest	Loading factor manifest on Marketing Performance Variable ( $\lambda_i$ )	$\lambda^2_i$	$\epsilon_i$
$Z_1, \eta_2$	0,922	0,850	0,150

Z <sub>2,η<sub>2</sub></sub>	0,958	0,918	0,082
Z <sub>3,η<sub>2</sub></sub>	0,945	0,893	0,107
Z <sub>4,η<sub>2</sub></sub>	0,946	0,895	0,105
Z <sub>5,η<sub>2</sub></sub>	0,917	0,841	0,159
<b>Total</b>	<b>4,688</b>	<b>4,397</b>	<b>0,603</b>

Based on the table above, all the resulting loading factor values are above 0.5 so that it is known that the manifest is valid in measuring the Marketing Performance variable

### Structural Model Analysis

Analysis of the structural model of the research that was formed was carried out by taking into account the values of the model suitability indicators (fit indexes). In SEM, to see whether the model obtained meets the goodness of fit measures (gof) so that it can be said that the structural research model obtained from the comparison between the data and the model is good, it can be seen based on the following criteria:

Table 6 Results of Research Structural Model Analysis

GOF Measurement	Estimate	Test Result	Condition
Statistic Chi-Square (X <sup>2</sup> ) (df = 317)	8,2143	Good Fit	
P-Value	0,08241	Good Fit	>0,05
Goodness-of-fit Index (GFI)	0,928	Good Fit	≥ 0,90
Root mean square error of approximation (RMSEA)	0,073	Good Fit	≥ 0,05
Expected cross-validation index (ECVI)	1,308	Good Fit	~1
Tucker-Lewis Index (TLI) atau Non-Normed Fit Index (NNFI)	0,965	Good Fit	≥ 0,90
Normed Fit Index (NFI)	0,964	Good Fit	≥ 0,90
Adjusted Goodness of Fit Index (AGFI)	0,917	Good Fit	≥ 0,90
Incremental Fit Index (IFI)	0,968	Good Fit	≥ 0,90
Comparative Fit Index (CFI)	0,968	Good Fit	≥ 0,90
Parsimonius Goodness of Fit (PGFI)	0,908	Good Fit	~1
Parsimonious Normed Fit Index (PNFI)	0,901	Good Fit	~1

### 3.3 The Effect of Core Competence, Marketing Mix Strategy, and Marketing Relationship Strategy on Competitive Advantage.

Based on the results of LISREL program data processing for structural model 1, the following results are obtained:

$$Y = 0.338 \cdot X_1 + 0.284 \cdot X_2 + 0.319 \cdot X_3, \text{ Errorvar.} = 0.223, R^2 = 0.7765$$

(0.0911) (0.0724) (0.0995) (0.0358)  
3.713 3.931 3.205 6.229

Based on the equation above, it can be explained that the competitive advantage variable is positively influenced by the three variables, namely competitive advantage is influenced by core competence with a path coefficient of 0.338, competitive advantage is influenced by marketing mix strategy with a path coefficient of 0.284 and competitive advantage is influenced by marketing relationship strategy with a path coefficient of 0.319.

The path coefficient X<sub>1</sub> to Y is 0.338, which means that if the core competence experience an increase, competitive advantage will increase by 0.338 units or core competence will contribute to competitive advantage by 0.338 units. The path coefficient X<sub>2</sub> to Y is 0.284, this means that if the marketing mix strategy increases, competitive advantage will increase by 0.284 units or the marketing mix strategy will contribute to competitive advantage by 0.284 units, and the path coefficient X<sub>3</sub> against Y is 0.319, this means that if the relationship strategy marketing has increased, competitive advantage will increase by 0.319 units or the marketing relationship strategy will contribute to competitive advantage by 0.319 units. Thus, the proposed conceptual hypothesis has been tested and can be accepted. The complete structural model for substructure 1 can be described as follows:

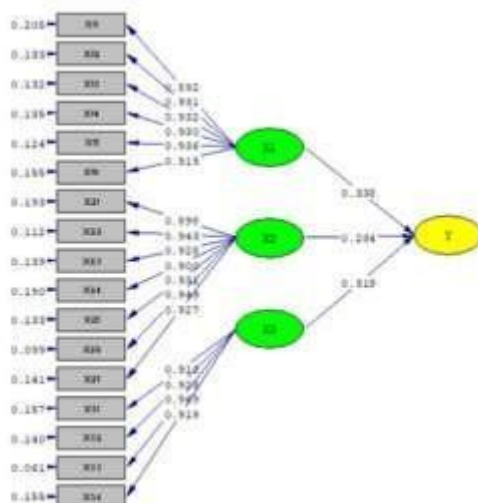


Figure 2 Path Coefficient of Core Competence, Marketing Mix Strategy, and Marketing Relationship Strategy to Competitive Advantage

The calculation results obtained show that the variables of Core Competence, Marketing Mix Strategy, and Marketing Relationship Strategy both partially and simultaneously influence competitive advantage. Based on the correlation values and path coefficients obtained from the results of calculations with Lisrel 8.7, it can be seen that the direct and indirect influence of Core Competence, Marketing Mix Strategy, and Marketing Relationship Strategy on Competitive Advantage is as follows:

Table 7 Direct and Indirect Effects of Core Competence Variables, Marketing Mix Strategy, and Marketing Relationship Strategy to Competitive Advantage

Variable	Path Coefficient	Direct Effect	Indirect Effect through:			Total Effect
			Core	Marketing Mix Strategy	Relationship Marketing Strategy	
Core Competence	0,338	11,42%		7,51%	9,19%	28,12%
Marketing Mix Strategy	0,284	8,07%	7,51%		7,29%	22,87%
Marketing Relationship Strategy	0,319	10,18%	9,19%	7,29%		26,66%
<b>Total Effect</b>						<b>77,65%</b>

### Hypothesis Testing

Testing the hypothesis to prove whether or not the influence of core competence, marketing mix strategy, and relationship marketing strategy is significant to competitive advantage.

#### 1. The First Hypothesis

The simultaneous (simultaneous) influence of core competence variables, marketing mix strategy, and marketing relationship strategy on competitive advantage is tested using the F test. The statistical hypotheses tested are as follows:

$H_0: \gamma_1 \gamma_2 \gamma_3 = 0$ ; core competence, marketing mix strategy, and marketing relationship strategy have no significant effect simultaneously on competitive advantage.

$H_1: \gamma_1 \gamma_2 \gamma_3 \neq 0$ ; core competence, marketing mix strategy, and marketing relationship strategy simultaneously have a significant effect on competitive advantage.

**2. The Second Hypothesis**

**a. Partial Effect of Core Competence on Competitive Advantage**

The partial effect of the core competence variable ( $X_1$ ) on competitive advantage (Y) needs to be tested using the t-test statistic. The statistical hypotheses that were tested were as follows:

Table 8 Core Competence Partial Test Results for Competitive Advantage

Structural	Path Coefficient	t-count	t-table	Conclusion
$\gamma_1$	0,338	3,713	1,966	$H_0$ is rejected, core competence has a significant effect for competitive advantage

**b. The Partial Effect of Marketing Mix Strategy for Competitive Advantage**

The partial effect of the marketing mix strategy variable ( $X_2$ ) on competitive advantage (Y) needs to be tested using the t-test statistic. The statistical hypotheses that were tested were as follows:

Table 9 Marketing Mix Strategy Partial Test Results for Competitive Advantage

Structural	Path Coefficient	t-count	t-table	Conclusion
$\gamma_2$	0,284	3,931	1,966	$H_0$ is rejected, marketing mix strategy has a significant effect for competitive advantage

**c. The Partial Effect of Relationship Marketing Strategy for Competitive Advantage**

The partial effect of the relationship marketing strategy variable ( $X_3$ ) for competitive advantage (Y) needs to be tested using the t-test statistic. The statistical hypotheses that were tested were as follows:

Table 10 Relationship Marketing Strategy Partial Test Results for Competitive Advantage

Structural	Path Coefficient	t-count	t-table	Conclusion
$\gamma_3$	0,319	3,205	1,966	$H_0$ is rejected, relationship marketing strategy has a significant effect for competitive advantage

**SEM Analysis of Model Structure 2**

Structural model 2 describes the influence of competitive advantage on marketing performance, which is stated in the following hypothesis: that competitive advantage has a significant effect on marketing performance.

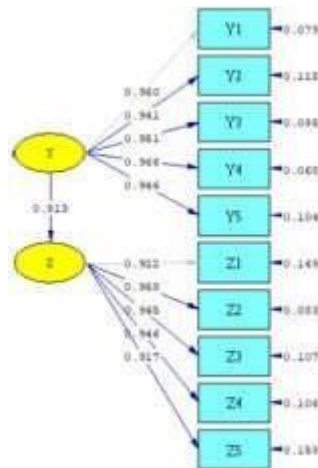


Figure 3 Path Coefficient of Competitive Advantage on Marketing Performance

The calculation results obtained show that competitive advantage variables affect marketing performance. it can be seen the magnitude of the influence of competitive advantage on marketing performance as follows:

Table 11 The Effect of Competitive Advantage for Marketing Performance

Variable	Path Coefficient	Direct Effect
Competitive Advantage (Y)	0,913	83,36%

**c. Third Hypothesis: The Effect of Competitive Advantage on Marketing Performance**

The influence of the competitive advantage variable (Y) on marketing performance (Z) needs to be tested using the t-test statistic. The statistical hypotheses that were tested were as follows:

H0:  $\beta = 0$ ; competitive advantage has no significant effect on marketing performance.

H1:  $\beta \neq 0$ ; competitive advantage has a significant effect on marketing performance.

Test criteria: Reject H0, if t count is bigger than t Table or  $t_0 > t_{table}$ , with degrees of freedom =  $381 - 3 - 1 = 377$ .

Table 12 Test Result of Competitive Advantage for Marketing Performance

Structural	Path Coefficient	t-count	t-table	Conclusion
$\beta$	0,913	22,509	1,966	H <sub>0</sub> is rejected, competitive advantage has a significant effect for marketing performance

### 3.4 Discussion

#### Discussion of Descriptive Analysis

The discussion of the results of the descriptive research will present an overview of the respondents' opinions regarding the research variables which consist of the variables of Core Competence, Marketing Mix Strategy, Marketing Relationship Strategy, Competitive Advantage and Marketing Performance of BUKU-2 banks.

#### 1. Description of Core Competence at BUKU 2 Banks in West Java and DKI Jakarta Provinces

Core competence include 6 (six) aspects or dimensions, they are shared vision, cooperation, empowerment, technology, technical skills and capability of R&D). Based on the results of the analysis of the six dimensions on the Core Competence Variables which consist of 15 statements in Table 4.15, an average value of 3.06 is obtained and a standard deviation value of 0.415 with interval values ranging from 2.645 to 3.475, it can be concluded that the category are in the fairly competent category towards competent. The two lowest aspects of the core competence variable are cooperation (3.04) and research and development capability (2.99). While the highest aspect of the core competence variable is the shared vision dimension (3.19).

#### 2. Description of the Marketing Mix Strategy at BUKU 2 Banks in West Java and DKI Jakarta Provinces

The marketing mix strategy includes 7 (seven) aspects or dimensions, namely product, price, place, promotion, people, process and physical evidence. Based on the results of the analysis of the seven dimensions, the marketing mix strategy variable consisting of 15 statements, obtained an average value of 2.58 and a standard deviation value of 0.411 and interval range values from 2.169 to 2.991, it can be concluded that the marketing mix strategy is in the bad to good enough. The two lowest aspects of the marketing mix strategy variable are the price (2.54) and people (2.51) aspects. While the highest aspect of the marketing mix strategy variable is the product facility dimension (2.66).

#### 3. Description of the Relationship Marketing Strategy at BUKU 2 Banks in West Java and DKI Jakarta Provinces

The marketing relationship strategy includes 4 (four) aspects or dimensions, namely: the dimensions of bonding, empathy, reciprocity, and trust. Based on the results of the four-dimensional analysis in table 4.17, the marketing relationship strategy variables that consisting of 15 statements, obtained an average value of 3.03 and a standard deviation value of 0.406 and an interval range of 2.624

*The Influence Of Core Competence, Marketing Mix Strategy and Marketing Relationship Strategy toward Competitive Advantage and its Implication on Marketing Performance (Survei Of BUKU 2 Banks In West Java Province And DKI Jakarta). Supriyadi Tatang, et.al*

to 3.436, it can be concluded that the category is in the good enough to good category. The two lowest aspects of the marketing relationship strategy variable are the bounding dimension (3.03) and the reciprocity dimension (2.97). While the highest aspect of the marketing relationship strategy variable is the trust dimension (3.09). The dimensions of bonding and reciprocity in BUKU 2 Bank companies in the Provinces of West Java and DKI Jakarta are perceived to be in the fairly good category.

#### **4. Description of Competitive Advantage at BUKU 2 Banks in West Java and DKI Jakarta Provinces**

Competitive advantage consists of 5 (five) dimensions, namely cost leadership, differentiation, focus, flexibility and speed. Based on the results of the four-dimensional analysis in table 4.18, the competitive advantage variable which consists of 15 statements, obtained an average value of 3.07 and a standard deviation value of 0.445 and interval range values from 2.625 to 3.515, it can be concluded that the category is in the category pretty good to good. The two lowest aspects of the competitive advantage variable are the cost leadership dimension (3.05) and the flexibility dimension (3.03). While the highest aspect of the competitive advantage variable is the focus dimension (3.11). The dimension of cost leadership (3.05) and the dimension of flexibility (3.03) in BUKU 2 Bank companies in the Provinces of West Java and DKI Jakarta are perceived to be in the fairly superior category.

#### **5. Description of Marketing Performance at BUKU 2 Banks in West Java and DKI Jakarta Provinces**

Marketing Performance consists of 5 (five) dimensions, namely sales, market share, profitability customer trust and brand equity. Based on the results of the analysis of the five dimensions in the table 4.19, The marketing performance variable which consists of 15 statements, obtains an average value of 3.11 and a standard deviation value of 0.495, and interval range values from 2.615 to 3.605, it can be concluded that the category is in the high enough to high category. The two lowest aspects of the marketing performance variable are the sales dimension (3.04) and the market share dimension (3.06). While the highest aspect of the marketing performance variable is the customer trust dimension (3.19). The dimensions of sales and the dimensions of market share are in good category at BUKU 2 Bank companies in the Provinces of West Java and DKI Jakarta

#### **3.4.2. Discussion of Verification Analysis**

In the discussion of verification analysis, the effect on each variable will be discussed, both simultaneously and partially, which will be explained as follows:

##### **1. The Simultaneous Effect of Core Competence, Marketing Mix Strategy and Marketing Relationship Strategy on Competitive Advantage.**

Based on the calculation results obtained the magnitude of the coefficient of determination ( $R^2$ ) which is expressed as a percentage illustrates the magnitude of the contribution of the three variables, namely core competence, marketing mix strategy and marketing relationship strategy of 77.65%. Core competence with the greatest influence on competitive advantage where the total effect value is 28.12% with a direct effect value of 11.42% and an indirect effect of 16.7%, then the core competence variable is the most dominant variable. The marketing mix strategy has an influence of 22.87% on competitive advantage with a total direct influence of 8.07%, and a total indirect effect of 14.8%, so the marketing mix strategy variable is a variable that is quite dominant but becomes a variable that least effect on competitive advantage. The marketing relationship strategy has a 26.66% influence on competitive advantage with a direct effect of 10.18%, and a total indirect effect of 16.48%, so the marketing relationship strategy variable is the dominant variable.

Thus, simultaneously the core competence variables, marketing mix strategy and marketing relationship strategy at BUKU 2 banks in West Java and DKI Jakarta Provinces make a significant contribution to the formation of competitive advantage at BUKU 2 banks in West Java and DKI Jakarta Provinces.

##### **2. The Effect of Core Competence on Competitive Advantage.**

Based on the calculation results, it can be seen that the core competence variable has a direct influence of 11.42% and an indirect effect of 16.7%, where the total effect is 28.12%, the core competence variable is the dominant variable, this means that there is no contribution from other variables, then the core competence variable can stand alone. For the path coefficient of Core Competence ( $X_1$ ) to

*The Influence Of Core Competence, Marketing Mix Strategy and Marketing Relationship Strategy toward Competitive Advantage and its Implication on Marketing Performance (Survei Of BUKU 2 Banks In West Java Province And DKI Jakarta). Supriyadi Tatang, et.al*

Competitive Advantage (Y) of 0.338, it means that if core competence experience an increase, competitive advantage will increase by 0.338 units or core competence contribute to an increase in competitive advantage by 0.338 units.

### **3. The Effect of Marketing Mix Strategy on Competitive Advantage.**

Based on the calculation results, it appears that the marketing mix strategy variable has the smallest total influence of 22.87% with a direct effect of 8.07% and a total indirect effect of 14.8%, so the marketing mix strategy variable is a sufficient variable. dominant but has the least influence among the other variables, this means that without any contribution from other variables, the marketing mix strategy variable can stand alone. in influencing competitive advantage. The path coefficient for the Marketing Mix Strategy ( $X_2$ ) to Competitive Advantage (Y) is 0.284, meaning that if the Marketing Mix Strategy increases, the Competitive Advantage will increase by 0.284 units or the Marketing Mix Strategy contributes to an increase in Competitive Advantage by 0.284 units.

### **4. The Effect of Relationship Marketing Strategy on Competitive Advantage.**

Based on the calculation results, it appears that the marketing relationship strategy variable has a direct influence of 10.18% and a total indirect effect of 16.48%, where the total influence is 26.66%, the marketing relationship strategy variable is the dominant variable with sufficient influence large among the other variables, this means that without any contribution from other variables, the marketing mix strategy variable can stand alone. in influencing competitive advantage. The path coefficient for the Marketing Relationship Strategy ( $X_3$ ) to Competitive Advantage (Y) is 0.319, meaning that if the Marketing Relationship Strategy increases, the Competitive Advantage will increase by 0.319 units or the Marketing Relationship Strategy contributes to an increase in Competitive Advantage by 0.319 units.

### **5. The Effect of Competitive Advantage on Marketing Performance**

Based on the calculation results, it appears that the marketing performance variables are positively influenced by competitive advantage with a path coefficient of 0.913. Based on the results of data processing, the  $R^2$  value for the above equation is 0.8336. This means that marketing performance can be influenced by competitive advantage variables of 83.36 percent. With an influence value of 83.36 percent, it indicates that there are other factors that influence marketing performance outside the factors studied with an epsilon value of 16.64%. For the variable path coefficient of Competitive Advantage (Y) on Marketing Performance (Z) of 0.913, meaning that if Competitive Advantage increases it will increase by 0.913, units or Competitive Advantage contributes to an increase in Marketing Performance of 0.913 units.

## **4. CONCLUSION**

The core competence of BUKU 2 banks in the Provinces of West Java and DKI Jakarta are in the fairly competent to competent category. The highest dimension is shared vision and the lowest dimension is the capability of R&D. This is in accordance with the opinion of the expert judgment that: the core competence of BUKU 2 banks in West Java and DKI Jakarta provinces are still not in line with expectations because they still have core competence standards like those of BUKU 1 banks. There are still weaknesses in various business strategies, shared vision and company mission caused is still in transition. This core competence is the main thing that must be possessed by an organization, without having: a creative and innovative business strategy, adequate R&D, more advanced technology, which will cause the company to stagnate.

The marketing mix strategy at BUKU 2 banks in the Provinces of West Java and DKI Jakarta is in not good to good enough category. The highest dimension is the product dimension and the lowest dimension is people dimension. This is in accordance with the expert's judgment that: the marketing mix strategy at BUKU 2 banking companies today is still not good, because some banks still do not utilize ATM, M-banking and Internet banking technology, even though these are basic banking service products not advanced technology.

Marketing relationship strategy at BUKU 2 banks in West Java and DKI Jakarta Provinces which are in the moderate to good category, with the highest dimension being trust and the lowest dimension being reciprocity. This is in accordance with the opinion of the expert judgment that the relationship marketing strategy at BUKU 2 banks, is more directed towards interpersonal closeness which relies more on

individual closeness, so that the trust is more to the individual not to the business product, this does not necessarily lead to customer loyalty.

Competitive advantage at BUKU 2 banks in West Java and DKI Jakarta Provinces is in the fairly superior to excellent category, with the highest dimension being the focus dimension and the lowest dimension being the flexibility dimension. This is in accordance with the opinion of the expert judgment that the competitive advantage of BUKU 2 banks, in terms of cost advantages when compared to banks that have a higher level, is still not superior as well as from the flexibility dimension and maybe some banks are starting to move towards a better direction but overall still not superior. To be able to further enhance the competitive advantage of BUKU 2 bank companies, they must be able to implement the dimensions of competitive advantage, namely: cost leadership, differentiation, focus, flexibility and speed.

Marketing performance at BUKU 2 banks in West Java and DKI Jakarta Provinces is in the moderately high to high category, with the highest dimension being customer trust and the lowest dimension being sales. This is in accordance with the opinion of expert judgment that marketing performance at BUKU 2 banks from the dimensions of customer trust and brand equity is still based on closeness or relationship, so currently the dimensions of sales, market share, brand equity and customer trust are still not in line with expectations.

Simultaneously the core competence variables, marketing mix strategy and marketing relationship strategy have a positive effect on competitive advantage at BUKU 2 banks in West Java and DKI Jakarta Provinces. The biggest influence on competitive advantage comes from the core competence variable while the smallest effect comes from the marketing mix strategy variable. Core competence has a positive effect and have the greatest influence on competitive advantage at BUKU 2 banks in West Java and DKI Jakarta Provinces. The core competence variable is the most dominant variable. The dimension of the core competence variable that has the strongest effect on increasing competitive advantage is the technical skills dimension and the weakest influence is on the shared vision dimension.

The marketing mix strategy has a positive effect on competitive advantage at BUKU 2 banks in West Java and DKI Jakarta Provinces. The dimension of the marketing mix strategy variable that has the strongest influence on increasing competitive advantage is the process dimension and the weakest influence is the product dimension.

The relationship marketing strategy has a positive effect on competitive advantage at BUKU 2 banks in West Java and DKI Jakarta Provinces. The dimension of the marketing relationship strategy variable that has the strongest influence on increasing competitive advantage is the reciprocity dimension and the weakest influence is the bonding dimension. The competitive advantage variable has a positive and significant effect on marketing performance variables at BUKU 2 banks in West Java and DKI Jakarta provinces. The dimension of the competitive advantage variable that has the strongest influence on improving marketing performance is in the flexibility dimension and the weakest influence is in the differentiation dimension.

#### REFERENCES

- [1] Alma, Buchari. (2018). Marketing Management and Service Marketing. Jakarta: Prenada Media Group.
- [2] Ambarwati, Ari (2018). Organizational Behavior and Theory. Media Nusa Creative: Malang.
- [3] Ashauri, Sofjan (2019). Marketing Business Management. Depok: Rajagrafindo Persada
- [4] A. Usmara (2019). Implementation Strategy Management and Process. Amara Books, Yogyakarta.
- [5] Azwar, Saefudin (2012). Research methods. Yogyakarta: Student Libraries
- [6] Best, Roger J (2013). Market-Based Management. New Jersey: Pearson.
- [7] Buttle, F. 2009. Customer Relationship Management Concepts and Technologies. USA: Elsevier Ltd.
- [8] Cooper, Donald R. and Pamela S. Schindler (2012) Business Research Methods 12th Edition. Jakarta: Salemba Empat.
- [9] David, F.R. 2013. Strategic Management, Concepts & Cases, Pearson Education Limited, England.
- [10] Dharmmesta, Basu Swastha. (2014). Marketing Management. BPFE: Yogyakarta.
- [11] Echdar, Saban. (2017). Management and Business Research Methods. Bogor: Ghalia Indonesia.
- [12] Ferdinand, Augusty (2014). Management Research Methods 5th Edition. Faculty of Economics and Business, Diponegoro University: Key Library Series.
- [13] Ghozali, Imam. and Fuad. (2014) Structural Equation Modeling, Theories, Concepts and Applications with the LISREL 0.10 Program. Semarang: Undip Publishing Agency.

*The Influence Of Core Competence, Marketing Mix Strategy and Marketing Relationship Strategy toward Competitive Advantage and its Implication on Marketing Performance (Survei Of BUKU 2 Banks In West Java Province And DKI Jakarta). Supriyadi Tatang, et.al*

- [14] Halim Fitria, Ardhariksa Zukhruf Kurniullah, Marisi Butarbutar Efendi. (2021) Service Marketing Management. Our Writing Foundation.
- [15] Hubbard G. & Beamish, P. 2011. Strategic Management - Thinking, Analysis, Action. Pearson Australia, 4th Edition.
- [16] Jöreskog, K.G. & Sörbom, D. (1996). LISREL 8 User's reference guide. Chicago: Scientific Software.
- [17] Kotler, Philip, Kevin Lane Keller (2016). Marketing Management. Bandung: Erlangga
- [18] Kuncoro, Mudrajad. (2020) Strategies for Achieving Competitive Advantage in the Industrial Age 4.0. Yogyakarta: Andi Offset.
- [19] Narimawati, Umi., Jonathan Sarwono, Azhar Affandi, M. Sidik Priadana. (2020). Variety of Analysis in Research Methods. Bandung: Alfabet.
- [20] Nuryaman (2015) Accounting Research Methodology and Business Theory and Practice. Bogor: Ghalia Indonesia.
- [21] Robbins, Stephen P. (2019). Organizational behavior. Jakarta: Salemba Empat.
- [22] Sedarmayanti. (2018). Strategy Management. Bandung: Refika Aditama.
- [23] Simarmata, Hengki Mangiring Parulian., Erika Revida, et.all. (2021)., Management of Consumer Behavior and Loyalty. We Write Foundation Publisher.
- [24] Siregar, Sofyan (2013). Quantitative Research Methods. Jakarta: Kencana
- [25] Sugiyono (2021). Comprehensive Action Research Methods. Bandung: Alfabet.
- [26] Sugiyono (2021). Research Methods Quantitative Qualitative Research Methods and R&D Bandung: Alfabeta.
- [27] Sugiyono and Agus Susanto (2015). The Easy Way to Learn SPSS&LISREL Theory and Applications for Research Data Analysis. Bandung: Alfabet.
- [28] Suryani, Tatik. (2017). Management of Bank Strategic Marketing in the Global Era. Jakarta: Prenadamedia Group.
- [29] Taufiqurokhman, (2016). Strategic Management. Jakarta: Faculty of Social and Political Sciences, University of Prof. Dr. Moestopo Religion.
- [30] Tjiptono, Fandy., Gregory Chandra (2017). Strategic Marketing. Yogyakarta: Andi Offset.
- [31] Umar, Husein (2013). Research methods. Jakarta: Raja Grafindo Persada.
- [32] Widyastuti, Sri. (2017). Integrated Marketing Communication Management. Pancasila University Faculty of Economics and Business.
- [33] Wheelen et.al. (2017) Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition [https://www.researchgate.net/publication/311468617\\_Strategic\\_Management\\_and\\_Business\\_Policy\\_Globalization\\_Innovation\\_and\\_Sustainability\\_15th\\_Edition](https://www.researchgate.net/publication/311468617_Strategic_Management_and_Business_Policy_Globalization_Innovation_and_Sustainability_15th_Edition). Publisher: Pearson ISBN: 978-013452205-0
- [34] Kurniawan, Erick. And Mudiantono (2019). Analysis of the Influence of ERP and Market Orientation on Marketing Performance Through Competitive Advantage and the Effect of Industrial Environment and Market Orientation on Marketing Performance Through Marketing Strategy. Diponegoro Journal Of Management Vol. 8 No. 2. Kim, H., Hur, W., & Yeo, J., (2015), Corporate brand trust as a mediator in the relationship between consumer perception of CSR, corporate hypocrisy, and corporate reputation. *Sustainability*, 7(4), 3683-3694.
- [35] Keisidou, E., Sarigiannidis, L., Maditinos, D. (2011). Consumer characteristic and their effect on accepting online shopping in the context of different product types. *International journal of business science and applied management*, 6 (2), 31-50.