The Influence of Institutions, Market Access, and Marketing Capacity on Shallot Farmer's Marketing Strategies

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Abstract. This study aims to analyze the influence of farmer institutional roles, access to market information, and marketing capacity on the marketing strategies of shallot farmers in Tindalun Village, Enrekang Regency, South Sulawesi, Indonesia. The research method used a quantitative approach with Partial Least Squares–Structural Equation Modeling (PLS-SEM) analysis techniques. The study respondents numbered 150 farmers selected through purposive sampling techniques. The findings reveal that farmer institutions and marketing capacity exert a positive and significant influence on marketing strategies, whereas access to market information does not exhibit a significant effect. Simultaneously, all three independent variables had a significant effect on marketing strategies with an R^2 value of 0.385, which is categorized as moderate. These findings indicate that the success of marketing strategies is more determined by internal strengths such as institutional support and marketing capacity, while access to market information requires digital literacy support, training, and adequate infrastructure. This study recommends increasing marketing capacity and strengthening institutions as top priorities, as well as optimizing the use of market information to strengthen the competitiveness of shallot products.

Keywords: Farmer Institutions, Access to Market Information, Marketing Capacity, Marketing Strategy, Shallots.

1 Introduction

Indonesia is known as an agricultural country, supported by abundant natural resources, fertile soil, and a tropical climate that supports various types of agriculture. The agricultural sector plays a strategic role in the national economy, both in terms of food supply, job creation, and contribution to Gross Domestic Product (GDP). Data from the Central Statistics Agency shows that in 2023, the agricultural sector contributed approximately 11.77% to national GDP, making it the third largest sector after the manufacturing industry and trade [1]. In addition to its contribution to GDP, the agricultural sector also absorbs a large workforce. As of February 2024, it was recorded that 38.2 million people, or approximately 27.2% of the total national workforce, worked in the

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agricultural sector [2]. This indicates that agriculture remains the backbone of the livelihoods of the majority of Indonesia's population, especially in rural areas.

Despite its enormous potential, the national agricultural sector still faces serious challenges, particularly in terms of efficient distribution and marketing of agricultural products. Many farmers still sell their products in bulk without added value, rely on middlemen, and lack direct access to end consumers. This dependence weakens farmers' bargaining power and leads to low profit margins [3]. One cause is low marketing efficiency, both managerial and operational. Farmers generally lack a targeted, datadriven marketing strategy, thus preventing them from optimally aligning supply with market demand.

On the other hand, access to market information is a major challenge. Information on commodity prices, consumer demand, ideal planting and harvest times, and market preferences is often not available in real time at the farmer level. This leads to delays in strategic decision-making, both in production and distribution. According to [4], limited market information has a direct negative impact on the effectiveness of farmers' marketing strategies at the field level. In this context, the existence and role of farmer institutions such as farmer groups, cooperatives, or farmer group associations (Gapoktan) are crucial. Strong institutions can serve as a link between farmers and markets, expand distribution networks, and provide the training and information needed to design more efficient and responsive marketing strategies. These institutions are also key actors in increasing product competitiveness through collaboration, collective efficiency, and innovation in marketing processes [5].

This problem is also clearly reflected at the local level, such as in Tindalun Village, Anggeraja District, Enrekang Regency, South Sulawesi, Indonesia. This area is known as one of the province's shallot production centers, with harvested areas reaching thousands of hectares annually [6]. Shallots are a leading commodity that supports farmers' incomes, but farmers in Tindalun Village still face obstacles in marketing their products effectively. Most of the harvest is sold in bulk without adequate quality standards and packaging, resulting in low added value for farmers [7]. This problem is exacerbated by the weak role of farmer institutions in supporting access to financing, training, and distribution networks. Farmer institutions will be strengthened if they are able to increase cooperation among members and with external partners [5]. Research even states that one function of institutional strengthening is to improve members' capabilities in agribusiness development. The existence of strong farmer institutions plays an important role in improving farmers' bargaining position, strengthening distribution networks, and opening access to technology and market information [8].

All of the above aspects are interrelated and contribute to the development of relevant and competitive marketing strategies in the agricultural sector. Effective marketing strategies cannot be built solely on farmer intuition; they require the support of active farmer organizations, good access to market information, and farmer capacity to understand and manage the marketing process, from market segmentation and promotion to distribution channel selection. Therefore, a thorough understanding of the interrelationships between these variables is crucial for developing adaptive and sustainable agribusiness-based marketing strategies. By employing a case study of red onion farmers in Tindalun Village, Enrekang Regency, this research intends to explore the impact of

farmer institutions, access to market information, and marketing capacity on marketing strategies. The study's results are expected to offer practical implications for agribusiness policy development while also enhancing the body of knowledge in agricultural marketing within the Indonesian context.

2 Literature Review

The existence of farmer groups has been proven to have a positive impact on the economic conditions of farming families and to demonstrate fairly good performance [9]. However, the study also emphasized the need for more intensive institutional strengthening to maximize the benefits provided to improve farmer welfare. This indicates that although shallots have competitive and comparative advantages in marketing aspects, their success still requires consistent and sustainable institutional support [10]. Based on this foundation, this study more specifically evaluates the extent to which farmer institutions contribute to the success of farming businesses. In addition, this study also includes marketing strategies as an intervening variable to determine whether these strategies function to bridge the influence of farmer institutions on the competitiveness of the resulting product. The success of farming enterprises is largely determined by farmers' ability to possess adequate capacity. This has also been found in previous research [11]. The research findings indicate that farmer institutions, which include farmer groups as well as government agencies, have a significant influence on agribusiness development [11]. Strengthening farmer institutions and enhancing synergy and cooperation are recommended to address the issue of farmers' weak bargaining position, as also indicated by previous research [12]

Access to and availability of market information among farmers is still relatively low, as also indicated by previous research [4]. This limitation directly impacts the quality of decision-making by farmers, particularly in determining strategic steps related to production and marketing. In addition, access to market information and training has been shown to significantly increase farmers' involvement in the market, which directly supports their marketing strategies [13]. One way to improve marketing outcomes is through farmers' creativity in utilizing the potential of local resources. However, structural limitations such as minimal infrastructure support and supporting institutions remain a major obstacle for farmers to innovate optimally [14]. Limitations related to physical access to markets—such as distance and travel time—have been a major concern in previous research and have been identified as one of the factors hindering farmers' participation in the market [15].

This research was conducted in response to these issues, with particular attention paid to the importance of market information in driving product competitiveness through a strategic marketing approach. This is further supported by the finding that the agricultural distribution system remains heavily reliant on intermediaries and local markets, leaving farmers without control over their marketing systems [3].

Unlike previous studies that tended to use a descriptive approach, this study applies a statistical approach to more deeply analyze how marketing strategy acts as an intervening variable in the relationship between information access and product

competitiveness. This research also aligns with previous findings showing that the marketing mix (product, price, promotion, and distribution) significantly influences satisfaction and purchasing decisions. However, while earlier studies focused more on processed products, this study emphasizes fresh commodities, particularly shallots [16].

3 Methodology

Through an explanatory research design, this study aims to examine the causal relationship between the independent variables—namely the role of farmer institutions, access to market information, and marketing capacity—and the dependent variable, which is the marketing strategy. By using quantitative methods to obtain the required data results. The population in this study was all shallot farmers in Tindalun Village, Anggeraja District, Enrekang Regency who are members of farmer institutions (farmer groups), and are actively involved in the production and marketing processes of their agricultural products. This population was selected because they are directly involved in activities relevant to the research variables, namely farmer institutions (the role of farmer institutions), access to market information, and the marketing capacity of shallot market strategies in Tindalun Village. The number of samples was determined based on the principle of minimum adequacy in SEM-PLS analysis, namely: Minimum = 5– 10 times the number of indicators/questionnaires [17]. Therefore, the researcher used 150 respondents. However, it was also adjusted to the number of active farmers in Tindalun Village. If the total population is less than that, then the entire population can be sampled (limited census). In this study, primary data were obtained through a questionnaire (quantitative) distributed to shallot farmers in Tindalun Village, Anggeraja District, who are members of an active farmer organization. Secondary data were obtained through production and marketing reports from the Enrekang Regency Agriculture Service, the Central Statistics Agency (BPS), and relevant previous research.

A research instrument is a tool used to measure observed social or scientific phenomena. In quantitative research, the research instrument usually takes the form of a systematically structured questionnaire containing questions that describe indicators of each research variable [18]. This questionnaire is distributed to respondents with the expectation that they will provide answers based on their perceptions or experiences, so that the collected data can be processed and analyzed statistically.

4 Results and Discussion

4.1 Respondent Characteristics

The characteristics of the respondents in this study were seen from their age, education level, and length of farming. These characteristics are considered important because they will influence the marketing strategy used to promote their shallot products. Of the 150 respondents, there were 100 male respondents (66.67%) and 50 female respondents (33.33%). Where the age of the shallot farmer respondents was 20-30 years old as many as 30 respondents, 31 respondents 31-40 years old as many as 45 respondents 41-50

years old as many as 21 respondents 51-60 years old as many as 22 respondents 61-70 years old as many as 22 respondents, and 71-80 years old as many as 1 respondent. Where the total number of 150 respondents or 100%, and most of them are still classified as productive both physically and mentally, the respondents have the ability to farm. Entrepreneurs who are still in their productive age are often more responsive in dealing with problems (Simanjuntak, 1985), where the productive age is in the range of 15-64 years. If seen from the data above, there are respondents who are over 64 years old, at that age can no longer be considered productive due to age and health factors, which can interfere with and limit the ability to work.

The average level of education of shallot respondents in Tindalun Village is at the elementary school level of 25 respondents (16.67%), junior high school of 50 respondents (33.33%), high school or equivalent of 53 respondents (35.33%), Diploma Degree of 1 respondent (0.66%), Bachelor's Degree of 20 respondents (13.33%), Master's Degree of 1 respondent (0.66%) from a total of 150 respondents. The level of education has an influence on how farmers absorb information and use increasingly advanced technology in implementing farming businesses.

The next characteristic is the length of time farmers have been farming. The longer farmers have been involved in their business, the more experienced and responsive they are to problems. The length of time respondents have been farming is 2-10 years (87 respondents (58%), 11-20 years (42 respondents (28%), 21-30 years (12 respondents (8%), 31-40 years (8 respondents (5.33%), and 41-50 years (1 respondent (0.66%). The experience possessed by these farmers is the basic capital in accepting innovations to increase the experience of workforce productivity.

4.2 Research Results and Discussion

Validity & Reliability Test.

Table 1. Outer *Model* Test Result Data

Variabel	Cronbach's Alpha	Average variance extracted (AVE)	Composite reliability
Institutional Role	0,809	0,648	0,877
Access to Market Information	0,774	0,563	0,837
Market Capacity	0,717	0,545	0,825
Marketing Strategy	0,714	0,531	0,817

Data Source: Data processed by SmartPLS 4, 2025

The assessment can be carried out using data obtained through outer loading. The outer model test results, including Cronbach's Alpha, AVE, and Composite Reliability, are presented in Table 1. According to [19], an outer loading value ranging from 0.5 to 0.6 is considered adequate to meet the requirements of convergent validity. However, indicators with loading values between 0.4 and 0.7 may still be retained if their removal does not significantly increase reliability and construct validity values [17]. The following presents the results of the outer loading obtained:

Table 2. *Convergent Validity* Test Result Data Using *Outer Loading*

Variable Indicators	Institutional Role	Access to Market Information	Marketing Capacity	Marketing Strategy
PK1	0,574			
PK2	0,901			
PK3	0,864			
PK4	0,839			
AIP1		0,745		
AIP2		0,724		
AIP3		0,732		
AIP4		0,798		
KP1			0,809	
KP2			0,690	
KP3			0,639	
KP4			0,801	
SP1				0,773
SP2				0,722
SP3				0,597
SP4				0,806

Data Source: Data processed by SmartPLS 4, 2025

The results of the convergent validity test indicate that most indicators have outer loading values above 0.70. The convergent validity results based on outer loading values are presented in Table 2. However, several indicators fall within the range of 0.50 to 0.70. Referring to the guidelines [17], indicators with an outer loading value greater than 0.50 may still be retained if they provide an important theoretical contribution and their removal would actually decrease the AVE value and construct reliability. Therefore, these indicators are still used in the model.

The AVE value for each variable remains greater than 0.50, indicating that the indicator's ability to explain construct variance still meets the criteria. The discriminant validity test confirmed that each construct had an AVE root value exceeding its construct correlation. In addition, the reliability test results indicated that all variables achieved Composite Reliability values greater than 0.70 and Cronbach's Alpha within the range of 0.60–0.70. Thus, all constructs are declared valid and reliable, and suitable for use in the structural model stage. Table 3 presents the bootstrapping path coefficients, Table 4 reports the hypothesis testing results, and Table 5 shows the R-square value indicating the explanatory power of the model.

Hypothesis Test.

Table 3. Bootstrapping *Path Coefficient Results*

	Path Coefficient
PK – SP	0,161
AIP – SP	0,147
KP – SP	0,476

Data Source: Data processed by SmartPLS 4, 2025

Table 4. Hypothesis Test Result Data

	T-Value	P-Value	Hipotesis
PK – SP	2,004	0,045	Accepted
AIP – SP	1,539	0,124	Rejected
KP – SP	4,320	0,000	Accepted
PK – AIP – KP → SP	6,622	0,000	Accepted

Data Source: Data processed by SmartPLS 4, 2025

Table 5. Inner Model Test Result Data Based on R Square Value

	R-Square
Marketing Strategy	0,385

Data Source: Data processed by SmartPLS 4, 2025

5 Discussion

The path coefficient of 0.161 indicates a positive but weak influence of institutional roles on marketing strategies, suggesting that farmer groups, marketing institutions, and other forms of institutional support still contribute to strengthening marketing strategies, although not as strongly as their contribution to marketing capacity. Likewise, the path coefficient of 0.147 shows that access to market information contributes positively to marketing strategies, meaning that better access to market information tends to be associated with more effective strategies; however, the magnitude of this coefficient indicates that the influence remains relatively weak despite the positive direction. In contrast, the path coefficient of 0.476 demonstrates a positive and relatively strong influence of marketing capacity on marketing strategies, implying that the higher the farmer's ability to manage and market products, the more effective the marketing strategies will be; among the three variables tested, marketing capacity exerts the greatest influence on marketing strategies. Overall, these results indicate that Institutional Role, Access to Market Information, and Marketing Capacity have positive effects on Marketing Strategy, while the hypothesis testing further demonstrates that the institutional role of farmers (PK) and marketing capacity (KP) have positive and significant effects on marketing strategy (SP), whereas access to market information (AIP) does not have a significant effect. This finding confirms that institutional support and farmers' marketing capacity are the primary drivers of effective marketing strategy formulation, while the availability of market information alone is insufficient to encourage strategic change without the accompanying ability to utilise it.

From the bootstrapping results on the structural model, the Institutional Role variable obtained a t-value of 2.004 (> 1.96) and a p-value of 0.045 (< 0.05), indicating that Institutional Role has a positive and significant effect on Marketing Strategy and that the hypothesis is accepted. The positive effect of farmer institutions on marketing strategy is consistent with previous studies showing that dynamic capabilities (the ability to adapt and manage resources) and absorptive capacity (the ability to absorb and utilise information) play important roles in the success of innovation strategies [19]. In this study, farmer institutions function as a forum for coordination, knowledge distribution, and the strengthening of bargaining positions, thereby facilitating the formulation of

marketing strategies. Strong institutions assist farmers in accessing markets in a structured manner, managing price risks, and building relationships with buyers, so that the implemented marketing strategy becomes more focused. Recent research further reinforces the relevance of institutional influence by showing that strengthening the knowledge and skills of institutions or farmer groups can enhance marketing capacity, including branding and digital marketing [20]. Moreover, empirical evidence highlights the importance of institutional partnerships and involvement in strategic marketing networks for strengthening farmers' bargaining power [21]. Institutional strengthening and digital integration have also been identified as key strategies for improving the effectiveness of local agricultural product marketing [22], while institutional innovation through government support and internal management serves as a foundation for achieving food security through technological and institutional integration [23].

By contrast, the Market Information Access variable yielded a t-value of 1.539 (< 1.96) and a p-value of 0.124 (> 0.05), indicating no significant effect on Marketing Strategy and leading to the rejection of the hypothesis. The finding that market information access does not significantly influence marketing strategy is consistent with previous research showing that the availability of market information technology is not always accompanied by optimal utilisation by farmers, largely due to limited digital literacy and information management skills [24]. This interpretation is supported by evidence indicating that improving market information rarely produces a significant impact without accompanying support such as training, infrastructure, and institutional strengthening [25]. Other studies have shown that market information is frequently underutilised because of constraints related to capital, logistics, and binding sales contracts [26]. Similarly, prior research confirms that access to market information does not automatically change strategy when there is insufficient trust in the information to alter entrenched community patterns [27].

Furthermore, the Marketing Capacity variable obtained a t-value of 4.320 (> 1.96) and a p-value of 0.000 (< 0.05), indicating a positive and significant effect on Marketing Strategy and thus supporting the hypothesis. This result aligns with previous findings demonstrating that marketing channels have a significant influence on income, and it is also consistent with research indicating that strong market orientation, when combined with absorptive capacity, enhances the sustainability of innovation strategies [28]. In this study, Marketing Capacity encompasses farmers' ability to understand market needs, organise product distribution, and manage promotions and pricing competitively. Adequate marketing capacity enables farmers to respond quickly to market changes, exploit price opportunities, establish strategic partnerships with buyers, and strengthen the implemented marketing strategy. This interpretation is reinforced by evidence that marketing capacity, together with market orientation and promotional activities, plays an important role in improving marketing performance [29].

Simultaneously, Institutional Role, Access to Market Information, and Marketing Capacity produced a t-value of 6.622 (> 1.96) and a p-value of 0.000 (< 0.05), indicating that these three variables jointly have a significant influence on Marketing Strategy and that their combined effects significantly explain variations in marketing strategy. These findings are in line with the Resource-Based View, which emphasises that the competitive advantage of marketing strategies is determined more by unique internal

resources, such as organisational capacity and institutional support, rather than by reliance on external information [30]. Market information therefore only provides strategic value when combined with sufficient internal capacity to utilise it. In addition, consistent with the PLS-SEM perspective, marketing strategy functions as a linking variable that connects internal capacity with the successful implementation of marketing plans [17]. Finally, the R-Square (R^2) value for Marketing Strategy in this study was 0.385, implying that 38.5% of the variation in Marketing Strategy can be explained by Institutional Role, Access to Market Information, and Marketing Capacity, while the remaining 61.5% is explained by other factors not included in the model, such as market conditions, commodity prices, government support, or other internal farmer factors. According to Chin (1998), within the PLS-SEM framework, R^2 values of 0.67, 0.33, and 0.19 are classified as strong, moderate, and weak, respectively; thus, an R^2 of 0.385 falls within the moderate category, indicating that the structural model has fairly good predictive ability in explaining the influence of independent variables on the dependent variable. Moreover, moderate R^2 values are generally considered acceptable in social and management research, particularly for models involving human behaviour, because many external factors typically influence the dependent variable [17]. Accordingly, although Institutional Role, Access to Market Information, and Marketing Capacity make a significant contribution, the marketing strategy of shallot farmers in Tindalun Village is also shaped by a range of external factors not captured in this model.

6 Conclusion

This study found that the role of farmer institutions and marketing capacity had a positive and significant influence on marketing strategy, while access to market information had no significant effect. These findings indicate that the success of shallot farmers' marketing strategies in Tindalun Village is determined more by internal strengths, such as institutional support through farmer group coordination, knowledge distribution, and strengthening bargaining power, as well as marketing capacity, which includes the ability to understand market needs, organize distribution, set prices, and manage promotions. Access to market information, although important, does not have a significant impact without the ability to utilize it optimally.

Simultaneously, institutional roles, access to market information, and marketing capacity significantly influenced marketing strategy, with an R^2 value of 0.385, which is in the moderate category. This indicates that these three factors make important contributions, but farmers' marketing strategies are also influenced by external factors such as market conditions, commodity prices, government support, and other internal factors. Therefore, increasing marketing capacity and strengthening institutions need to be a top priority, while the utilization of market information must be supported by digital literacy, training, and adequate infrastructure to strengthen product competitiveness.

Regional governments and related parties are advised to strengthen the institutional role of farmers through business management training, price risk management assistance, and partnership facilitation with market players, while simultaneously increasing farmers' marketing capacity to understand market needs, set competitive prices, and

manage distribution and promotion effectively. Access to market information needs to be optimized by increasing digital literacy, training in the use of information technology, and providing adequate communication infrastructure, so that the information obtained can be processed into targeted marketing strategies. Future research is recommended to consider external factors such as government support, price fluctuations, and global market trends to obtain a more comprehensive picture of marketing strategies and product competitiveness.

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