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Structure, Conduct, And Performance Of Mustard Greens Marketing In Pong Majok Village, Lembor District, West Manggarai Regency

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Abstrak

Mustard greens are an important horticultural commodity that serves as a source of consumption and income for farmers in Pong Majok Village, Lembor District, West Manggarai Regency. However, high production has not been balanced with an efficient marketing system, which has an impact on farmers' low incomes. This study aims to (1) find out the marketing structure of mustard greens in Pong Majok Village, Lembor District, West Manggarai Regency, (2) find out the marketing conduct of mustard greens in Pong Majok Village, Lembor District, West Manggarai Regency, (3) find out the marketing performance of mustard greens in Pong Majok Village, Lembor District, West Manggarai Regency. The Structure–Conduct–Performance (SCP) approach is used to assess marketing efficiency and profit distribution between marketing agencies. The research method used is descriptive with quantitative and qualitative approaches. Data was obtained through interviews, observations, and documentation of farmers, collectors, and retailers. The determination of farmer samples uses simple random sampling, while marketing institutions use snowball sampling. The results of the study show that the market structure consists of farmers, collectors, and retailers with a market share of 93.67%, 4.65%, and 1.68%, respectively. The concentration ratio value (CR4) at the farmer level is 14.21% which shows monopolistic competition. Meanwhile, CR4 collectors are 100% (monopoly) and retailers are 89.36% (oligopoly), reflecting a high concentration of the market. Market conduct is characterized by the dominance of collector traders in determining prices so that farmers act as price takers. There are three marketing channels, where channel I has the lowest margin and the highest farmer's share of 100%, compared to channel II of 70% and channel III of 64%. Thus,

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channel I is the most efficient channel because it provides the largest share of prices to farmers with relatively low marketing costs.

Keywords: Market Structure, Market Conduct, Market Performance, Mustard

INTRODUCTION

The agricultural sector has an important role in supporting food security and improving community welfare, especially through the horticulture subsector. Mustard greens are one of the vegetable commodities that are widely cultivated because they are easy to grow, short-lived, and have relatively stable market demand (Lama & Kune, 2016) The increase in healthy food consumption has also encouraged the demand for mustard greens so that this commodity has good economic prospects (Syahril, 2018). In East Nusa Tenggara Province, especially West Manggarai Regency, mustard greens productivity will reach 13.76 tons/ha in 2024, while production in Lembor District will increase from 2,560 tons in 2023 to 3,096 tons in 2024, indicating the potential for considerable agribusiness development (Central Statistics Agency, 2025).

Pong Majok Village as one of the mustard production centers has an important role in supplying vegetable needs in the local market. However, the increase in production has not fully impacted the increase in farmers' income. The main problem lies in the inefficient marketing system, characterized by price fluctuations, farmers' dependence on collectors, limited market access, and the weak bargaining position of farmers in determining prices. In addition, the perishable nature of mustard greens requires fast and precise distribution so that quality and selling value are maintained (Mandasari et al., 2018) This condition causes a considerable price difference between the level of farmers and consumers.

These problems indicate that the mustard marketing system has not been able to distribute profits fairly among marketers. Therefore, a comprehensive analysis is needed to examine the structure, conduct, and performance of the market. The Structure–Conduct–Performance (SCP) approach is used because it is able to explain the relationship between market structure, business conduct and overall market performance (Rekarti & Nurhayati, 2016) This study aims to analyze the structure, conduct, and performance of mustard greens marketing in Pong Majok Village, Lembor District, West Manggarai Regency.

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RESEARCH METHODS

This research was carried out in Pong Majok Village, Lembor District, West Manggarai Regency, which was chosen purposively because it is a mustard greens production center. The research uses a descriptive approach with a combination of quantitative and qualitative analysis. The data used included primary data through interviews with farmers, collectors, and retailers, as well as secondary data from related agencies and literature. Farmer samples are determined by simple random sampling techniques, while marketing institutions use the snowball sampling method. The analysis was carried out using a Structure–Conduct–Performance (SCP) approach.

1. Market structure (goal 1) is analyzed using market share, concentration ratio, and market entry barriers.
   1) Market Share

      Market share indicates how much of the market share an institution controls. How to calculate market share (Simamora, 2024) can be seen from the following formula:

$$Msi = \frac{Si}{Stot} \times 100\%$$

      Description:
      Msi : Market Share of a marketing channel (%)
      Si : Number of sales of the marketing agency Ke-i (bunch)
      Stot : Total Sales of all marketing institutions (bunch)
   2) Concentration Ratio (CR4)

      CR4 is the sum of the market shares of the four largest companies from a market area. How to calculate the concentration ratio (Amalia & Firmansyah, 2021) is formulated as follows:

$$CR4 = \sum_{i=1}^{M} MSi$$

      Description :
      CR4 : Concentration Ratio
      M : The largest number of marketing agencies
      MSi : Market share of marketing agencies i (%)

      According to Arsyad and Kusuma (2014) in (Wardani, 2024)there is a general classification regarding the CR4 achievement rate that connects the CR4 value with the type of market structure.

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CR4 Value	Category	Interpretation of Market Structure
CR4 = 0	Minimum	Perfect competition
0 < CR4 < 40	Low	Effective competition or monopolistic competition
40 ≤ CR4 < 60	Mid-to-Lower	Monopolistic competition or loose oligopoly
60 ≤ CR4 < 90	Intermediate to upper	Strict oligopoly or dominant companies with competitive fringe
CR4 ≥ 90	Height	Dominant companies with competitive fringe or effective monopoly (*near monopoly*)
CR4 = 100	Maximum	Perfect monopoly

Source : (Wardani, 2024)

3) Market Entry Barriers

Market entry barriers can be analyzed using the following formula:

$$MES = \frac{average\ sales\ of\ mustard\ greens\ by\ 4\ traders}{total\ sales\ of\ mustard\ greens\ in\ Pong\ Majok} \times 100\%$$

The MES criteria for newcomers according to (Wardani, 2024) are:

MES > 10%, high market entry barrier

MES < 10%, low market entry barriers

2. Market conduct (goal 2) is analyzed in a qualitative descriptive manner, including pricing systems, marketing agencies involved in marketing channels, and marketing functions.

3. Market performance (goal 3) is analyzed using marketing margin, farmer's share, and marketing efficiency.

1) Marketing Margin

Marketing margins can be calculated using the following formula (Hia et al., 2020)

$$MT = Pr - Pf$$

Description:

MT : Marjin Total

Pr : Price at the consumer level (IDR/bunch)

Pf : Price at the farmer level (IDR/bunch)

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The smaller the marketing margin, the more it shows that the marketing is efficient and vice versa (Sinaga et al., n.d.). The criteria for decision-making can be done in the following way (Wardani, 2024)

- If Pf > MT, then marketing can be said to be efficient
- If Pf < MT, then marketing can be said to be inefficient

2) Farmer's Share

Farmer's share can be calculated with the following formula (Piran et al., 2022)

$$FS = \frac{Pf}{Pr} \times 100\%$$

Description :
F's : Farmer Share
Pr : Price at the consumer level (IDR/bunch)
Pf : Price at the farmer level (IDR/bunch)

3) Marketing Efficiency

Soekartawi (2002) in (Aulia et al., 2024) stated that the analysis of marketing efficiency can be calculated using the following formula:

$$EP = \frac{TBP}{TNP} \times 100\%$$

Description :
EP : Marketing efficiency
TBP : Total Marketing Cost (IDR)
TNP : Total Product Value (IDR/bunch)

With the following assessment criteria:
0 – 33% = Efficient
34 – 67 % = Less Efficient
68 – 100% = Inefficient

RESULTS AND DISCUSSION

Market Structure

Market structure is an overview of the conditions of competition and relationships between actors in a market that affect each other's marketing activities. The structure of the market can be analyzed through market share, market concentration level, and market entry barriers. Market share is calculated based on a comparison between the

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sales volume of a marketing institution and the total sales of all marketing institutions, so that a percentage is obtained that shows the strength of each market player (Putriana et al., 2023). The level of market concentration describes the magnitude of market control by the main actors. The higher the market concentration, the fewer players control most of the market, so the level of competition tends to be low, because the dominant players have a greater influence on pricing, sales volume, and distribution (Alfiqran et al., 2025). Meanwhile, market entry barriers can be measured using the Minimum Efficiency Scale (MES) indicator. According to Jaya (2001) in (Alfiqran et al., 2025) value of MES exceeding 10 percent indicates that there are barriers to market entry that are quite high, so that only business actors with a certain scale are able to run their businesses efficiently.

Table 1. Market Share, Ratio Concentration, Market Entry Barriers Obtained by Farmers, Collector Traders, and Retail Traders in Pong Majok Village, Lembor District

Marketing Agencies	Sales (bunch)	Market Share (%)	CR4 (%)	MES (%)	Market Structure
Farmer	130.977	93,67	14,21	3,55%	Monopolistic
Collector	6.500	4,65	100	33%	Monopoly
Retailers	2.350	1,68	89,36	22%	Oligopoli
Quantity	**139.827**	**100**			

Source : Primary Data Processed, 2026

The structure of the mustard marketing market in Pong Majok Village, Lembor District, shows different characteristics in each marketing institution, namely farmers, collectors, and retailers. Farmers have the largest market share of 93.67%, which shows that most of mustard production comes from farmers as the main actors of production. However, farmers' bargaining positions are still relatively weak because the marketing of crops depends on collecting traders. Meanwhile, the market share of collector traders and retail traders is only 4.65% and 1.68%, respectively.

The Concentration Ratio (CR4) value at the farmer level of 14.21% indicates a monopolistic competition market structure with a low concentration level. In addition, the Minimum Efficiency Scale (MES) value of 3.55% indicates that the barriers to market entry are relatively low, so that mustard farming businesses are still easy for new players

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to enter. At the collector trader level, a CR4 value of 100% indicates a market structure that leads to a monopoly with a very high level of market dominance. The MES value of 33% also indicates a high barrier to market entry due to capital requirements, business scale, and large marketing networks. At the retailer trader level, the CR4 value of 89.36% indicates an oligopoly market structure as the market is dominated by several major traders. The MES value of 22% indicates a fairly high barrier to market entry, mainly due to limited capital, marketing network, business location, and access to product supply. This condition causes the retail market to tend to be dominated by established traders.

Market Conduct

Market conduct is the action of a marketing institution in adjusting to the market structure, especially in determining prices, distribution channels, and the implementation of marketing functions.

1) Pricing System

Table 2. Pricing System and Payment System for Farmers, Collectors, and Retailers Respondents in Pong Majok Village, Lembor District

Marketing Agencies	Position in Determining Prices		Payment System
	Price Taker	Price Maker	
Farmer	√		Cash
Collector		√	Cash
Retailers		√	Cash

Source : Primary Data, 2025

The determination of mustard prices in Pong Majok Village shows that there is a difference in the bargaining position between marketing institutions. Farmers tend to play the role of price takers, while collectors and retailers are price makers. Prices at the farmer level are more influenced by collectors due to limited market access, the need for cash funds, and the perishable nature of mustard greens. Meanwhile, collectors and retailers have more control in determining prices based on market conditions, product quality, and consumer purchasing power. This condition shows that price formation takes place from downstream to upstream so that the mustard marketing system is not yet fully efficient and competitive.

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2) Marketing Agencies and Channels

Mustard marketing institutions involved in distributing products from farmers to consumers consist of collectors and retailers. However, most farmers sell their crops more often to collectors and retailers than directly to consumers.

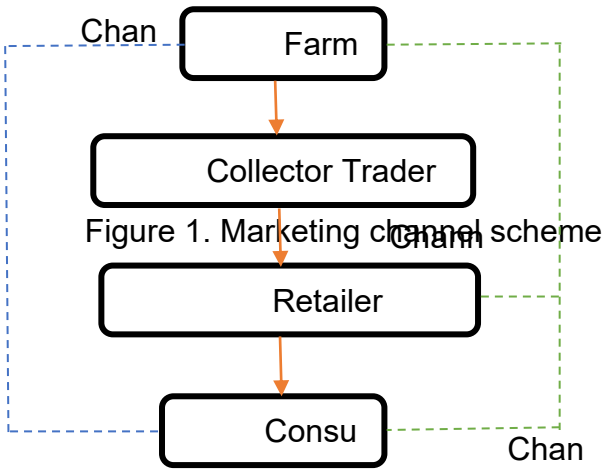
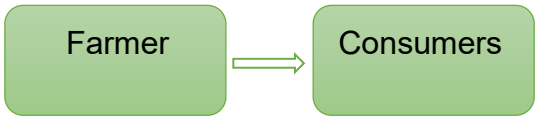
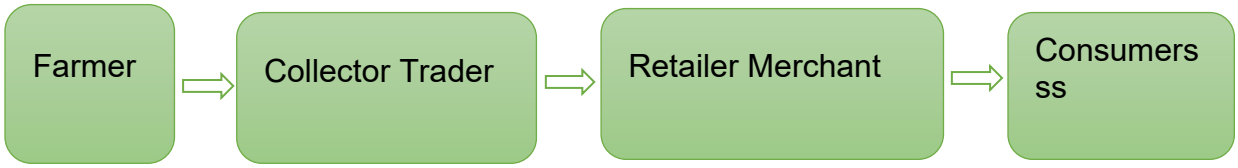


Figure 1. Marketing channel scheme







There are 3 mustard marketing channels in Lembor District, which are as follows:

a. Marketing Channel I (Level 0)

b. Marketing Channel II (Level 1)

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c. Marketing Channel III (Level 2)

3) Marketing Functions

Table 3. Marketing functions performed by marketing agencies in each marketing channel

Marketing Channels and Agencies	Marketing Functions							
	Exchange		Physical		Facilities			
	Buy	Sell	Transport	Pack	Sorting/ Grading	Risk	Cost	Market Information
Channel I								
Farmer	-		√	√	√	√	√	√
Saluran II								
Farmer	-		√	√	√	√	√	√
Retailers	√		√	√	√	√	√	√
Saluran III								
Farmer	-		√	√	√	√	√	√
Collector	√		√	√	√	√	√	√
Retailers	√		√	√	√	√	√	√

Source : Primary Data Processed, 2026

Description :

(√) = Perform marketing functions

(-) = Not performing marketing functions

The marketing function of mustard greens in Pong Majok Village includes the function of exchange, physical function, and facility function carried out by farmers, collectors, and retailers. The function of exchange includes the purchase and sale of mustard greens from farmers to the final consumer. Physical functions include transportation and packaging activities to maintain the quality of mustard greens during the distribution process. Meanwhile, the facility's functions include sorting activities, risk asting, financing, and the provision of market information related to product prices and demand. These three functions support each other in smoothing the distribution and marketing process of mustard greens so that products can reach consumers with maintained quality.

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Market Performance

According to Dahl and Hammond (1977) in (Marhawati et al., 2021), market performance is the result of market structure and conduct that is reflected through prices, costs, and production quantities, so that it can be used to assess the success rate of a marketing system. Analysis of mustard market performance can be done through the calculation of marketing margin, farmer's share, and marketing efficiency. According to Sudiyono (2002) in (Rahayu, 2019) marketing margin is the difference between the price paid by consumers and the price received by farmers, which consists of marketing costs and profits of marketing institutions. Meanwhile, farmer's share shows the percentage of price received by farmers compared to the price paid by the final consumer. The marketing system is said to be efficient if the marketing costs incurred are smaller than the value of the product being marketed.

1). Channel I

Table 4. Marketing Margin, Farmer's Share, and Marketing Efficiency Obtained by Farmer Respondents Without Bearing Marketing Costs on Curiosity Channel I

Marketing Agencies	Description	Price (IDR/bunch)	Margin (IDR)	FS (%)	EP (%)
Farmer	Selling Price	909	0	100	0
Consumers	Purchase Price	909			

Source : Primary Data Processed, 2026

Marketing Channel I shows that mustard greens are marketed directly from farmers to consumers without going through intermediary institutions. In this channel, the price received by farmers is the same as the price paid by consumers, which is IDR 909/bunch, so that the marketing margin is IDR 0/bunch with a farmer's share value of 100% and marketing efficiency of 0%. This condition shows that the entire sales price is received directly by the farmer without any deduction of costs and profits by the intermediary, so this channel is the simplest and most profitable marketing channel for farmers.

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Table 5. Marketing Margin, Farmer's Share, and Marketing Efficiency Obtained by Farmer Respondents by Bearing Marketing Costs on Curiosity Channels I

Marketing Agencies	Description	Price and Cost (IDR/bunch)	Margin (IDR)	FS (%)	EP (%)
	Selling Price	909			
Farmer	Marketing Costs	18,14	91	91	2
	Advantages	72,86			
Consumers	Purchase Price	1.000			

Source : Primary Data Processed, 2026

In other direct marketing activities in Marketing Channel I, farmers sell mustard greens to consumers at a price of IDR 1,000/bunch and bear a marketing cost of IDR 18.14/bunch, so that a marketing margin of IDR 91/bunch is obtained with a profit for farmers of IDR 72.86/bunch. The farmer's share value of 91% indicates that most of the price paid by consumers is still received by farmers, while the marketing efficiency value of 2% indicates that this channel is classified as highly efficient because the marketing costs incurred are relatively small compared to the value of the products marketed.

2). Channel II

Table 6. Marketing Margin, Farmer's Share, and Marketing Efficiency on Advertising Channels II

Marketing Agencies	Description	Price and Cost (IDR/bunch)	Margin (IDR)	FS (%)	EP (%)
	Selling Price	909			
Farmer	Marketing Costs	22,07	91	70	24
	Advantages	68,93			
	Selling Price Purchase Price	1.000 1.000			
Retailers	Marketing Costs	316,33	429		
	Advantages	112,67			
Consumers	Purchase Price	1.429			

Source : Primary Data Processed, 2026

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Marketing Channel II involves farmers and retail traders in the process of marketing mustard greens. Farmers sell mustard greens at a price of IDR 909/bunch and incur marketing costs of IDR 22.07/bunch with a profit of IDR 68.93/bunch, so that the marketing margin at the farmer level is IDR 91/bunch. Retailers then buy mustard greens at a price of IDR 1,000/bunch, incur marketing costs of IDR 316.33/bunch, and earn a profit of IDR 112.67/bunch before selling to end consumers at a price of IDR 1,429/bunch. The marketing margin at the retailer level is IDR 429/bunch. The farmer's share value of 70% indicates that the share of prices received by farmers is starting to decrease due to the involvement of intermediary institutions, while the marketing efficiency value of 24% shows that this channel is still relatively efficient even though the marketing costs are greater than direct channels.

3). Channel III

Table 7. Marketing Margin, Farmer's Share, and Marketing Efficiency in Advertising Channels III

Marketing Agencies	Description	Price and Cost (IDR/bunch)	Margin (IDR)	FS (%)	EP (%)
Farmer	Selling Price	909	341	64	25
	Purchase Price	909			
Collector	Marketing Costs	191,44			
	Advantages	149,56			
	Selling Price	1.250	179		
	Purchase Price	1.250			
Retailers	Marketing Costs	160,07			
	Advantages	18,93			
Consumers	Purchase Price	1.429			

Source : Primary Data Processed, 2026

Marketing Channel III involves three marketing institutions, namely farmers, collectors, and retailers. Collector traders buy mustard greens from farmers at a price of IDR 909/bunch, incur marketing costs of IDR 191.44/bunch, and earn a profit of IDR 149.56/bunch before selling to retail traders at a price of IDR 1,250/bunch, so that the

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marketing margin at the collector level is IDR 341/bunch. Furthermore, retail traders incur marketing costs of IDR 160.07/bunch and earn a profit of IDR 18.93/bunch before selling to end consumers at a price of IDR 1,429/pack, with a marketing margin of IDR 179/pack. The farmer's share value of 64% shows that the share of the price received by farmers is getting smaller because the longer the marketing channel, while the marketing efficiency value of 25% shows that this channel is still relatively efficient, but has the lowest level of efficiency compared to other channels due to the high marketing costs and the number of intermediary institutions involved.

CONCLUSION

Conclusion

Based on the results of the research and discussion conducted on the Structure, Conduct, and Performance of Mustard Marketing in Pong Majok Village, Lembor District, West Manggarai Regency, the following conclusions can be drawn:

1) The structure of the mustard market in Pong Majok Village at the farmer level leads to monopolistic competition. This is characterized by a large number of farmers, relatively homogeneous products but still have differences in quality (size and freshness), and the freedom to enter and exit the market. However, farmers do not have full power in determining prices because they are influenced by the existence of collectors or middlemen. At the level of collector traders and retail traders, market structures tend to lead to monopolies and oligopolys, as the number of traders is relatively limited and has greater control over price formation at the purchase level. This condition causes traders' bargaining positions to be stronger than farmers in the marketing chain.
2) Market conduct is formed through buying and selling activities between farmers, collectors, and retail traders that are based on relationships of trust, and subscription habits. Pricing is done through a bargaining process, but in practice farmers more often follow the prices set or adjusted by traders. The payment system in all marketing institutions is carried out in cash. In the marketing process, each actor carries out marketing functions such as sorting, packaging, transportation, risk bearing, financing, and exchange of market information. There are three mustard marketing channels formed in Pong Majok Village, Lembor District.
3) Marketing performance is measured through marketing margin, farmer's share, and marketing efficiency. The results of the study show that direct marketing

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channel I from farmers to consumers is the most efficient channel, because it has the smallest margins of IDR 0 and IDR 91, the highest farmer's share of 91% and 100%, and the best level of efficiency. Channels involving intermediary traders show larger margins and lower farmer's share due to additional operational costs and profits of marketing institutions. Thus, the longer the marketing channel, the greater the margin formed and the smaller the share of the price that the farmer receives. Nevertheless, although Channel I is more efficient, in practice most farmers still sell their crops to traders. The presence of merchants in the marketing system has not fully added value to the product, but rather plays a role in distribution. Therefore, at the merchant level, there are still opportunities for new players to enter by offering increased added value, such as the implementation of better grading, more attractive packaging, or improved product quality. These efforts can create a difference compared to previous actors who have not provided added value, so that it has the potential to increase marketing efficiency while improving overall market performance.

Suggestions

Based on the results of the research, the suggestions that can be given are as follows:

1) Farmers are advised to sell more mustard greens directly to consumers and expand their marketing networks to obtain better prices and improve bargaining positions.
2) Marketing institutions are expected to be more transparent in determining prices, increasing marketing cost efficiency, and adding product value through grading, packaging, and maintaining product freshness so that mustard greens are competitive.
3) The local government is expected to support the expansion of marketing access, the provision of market information, and maintain price stability to assist farmers in marketing agricultural products.

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