

# Inclusiveness and Local Culinary Business Innovation Model on the Business Performance of Micro, Small, and Medium Enterprises in Serdang Bedagai Regency

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This study aims to analyze the influence of inclusiveness, innovation, and market orientation on the performance of Micro, Small, and Medium Enterprises (MSMEs) through competitive advantage in the local culinary sector in Serdang Bedagai Regency. The study employed a quantitative approach using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method. The research sample consisted of 282 respondents who were culinary MSME owners, selected through purposive sampling techniques. Data collection was conducted using questionnaires with a Likert scale. The results of the study indicate that inclusiveness, innovation, and market orientation have a positive and significant effect on competitive advantage. Innovation was found to be the most dominant variable influencing competitive advantage. Furthermore, competitive advantage and market orientation were also proven to have a positive and significant effect on MSME performance. The research model demonstrated a fairly strong explanatory power, with an R-square value of 0.286 for the MSME performance variable. This study implies that improving MSME performance can be achieved through strengthening inclusive access, fostering innovation development, and enhancing understanding of market needs in order to create sustainable competitive advantage.

**Keywords:** Inclusiveness; Innovation; Business; SEM; Model

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## 1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) play an important role in promoting local economic growth, creating employment opportunities, and preserving regional culture and local specialty products. (Wibowo et al., 2022) (Abdul Gani & Zulia Rifda Daulay, 2021). From the perspective of development economics and entrepreneurship, MSMEs are not only viewed as production units, but also as part of a socio-economic system influenced by access structures, power relations, and the innovative capacities of their actors (Rahmadayanti et al., 2025). However, the theoretical framework explaining how inclusiveness and innovation interact in shaping MSME performance remains partial and fragmented (Lumbangaol, 2021).

**Table 1.** Number of MSMEs by Sub-District in Serdang Bedagai Regency, 2025

Sub-District	Number of MSMEs
Perbaungan	986
Pantai Cermin	221
Pegajahan	174
Teluk Mengkudu	216
Tanjung Beringin	397
Sei Rampah	317
Sei Baman	181
Tebing Tinggi	87
Tebing Syahbandar	132
Bandar Khalipah	56
Dolok Merawan	45
Sipispis	71
Dolok Masihul	211
Bintang Bayu	44
Sebajadi	62
Kotarih	16
Silinda	11
<b>Total</b>	<b>3,227</b>

Source : Badan Pusat Statistik Kabupaten Serdang Bedagai (2026)

However, in recent years, MSME actors in Serdang Bedagai Regency have faced significant challenges, ranging from declining revenues due to reduced traffic flow following the operation of the Trans-Sumatra Toll Road to limited access to the resources needed to sustain and expand their businesses (Sinaga, 2024; Nasution et al., n.d.; Fatih Fuadi, 2022; Apriliyaningsih, 2025).

The decline in production can be associated with the aspect of business inclusiveness, namely the extent to which local business actors are able to participate in and benefit from economic changes resulting from infrastructure development (Cahyono et al., 2024; Gupta et al., 2017; Butarbutar & Rahayu, 2023). The low level of inclusiveness has caused many small businesses to remain dependent on traditional markets, which are now experiencing a decline in visitors (Denashurya, 2025; Asmorowati & Reindrawati, 2017). Therefore, the concept of economic inclusiveness is needed, emphasizing openness of access, participation, and empowerment as prerequisites for equitable growth.

Meanwhile, business innovation theory views innovation as the primary mechanism for creating competitive advantage and ensuring business sustainability. In both practice and academic studies, these two concepts are often positioned separately, resulting in the absence of an integrative paradigm capable of comprehensively explaining MSME performance, particularly in the local culinary sector, which is strongly associated with cultural values and local wisdom (Rahmadayanti et al., 2025; Omidvar & Confetto, 2025; Kassim et al., 2018).

Through business inclusiveness, entrepreneurs can establish partnerships with governments, cooperatives, and tourism stakeholders to expand market networks and strengthen social relationships (Izzuddin et al., 2024; Rifda et al., 2024; PAS Putri, 2024; J Marisa, 2024). Access to resources can be improved through financial support, training, the utilization of processing technology, modern marketing strategies, product diversification, and modern packaging (Lestari et al., 2025; Egi Radiansyah, 2022; Ahmad & Ahmed, 2024).

At the same time, business model innovation has become a key factor that must be implemented by expanding digital marketing, improving product packaging, and collaborating with toll road rest areas and

souvenir centers (Aliyu et al., 2019; J Manullang, 2019). Without renewal in business models, products that are actually unique and high quality may lose their attractiveness in an increasingly competitive market (Suhada, 2025; Kassim et al., 2018; Farhan Bagas Aji, 2022). Considering that MSMEs represent a strategic sector in the regional economy, this analysis is necessary to provide a scientific basis for formulating more effective, adaptive, and sustainable development strategies and empowerment policies (Helsanti & Danial, 2025; Daulay, 2025; Jandriyani, 2025).

Micro, Small, and Medium Enterprises (MSMEs) are an important sector in the economy that contributes to job creation and the improvement of community welfare. In the local culinary sector, MSMEs utilize regional potential and local wisdom as sources of business advantage (Wardani et al., 2018; Indriasari, 2023; Wulandari et al., 2025). Inclusiveness in business refers to the involvement of entrepreneurs in gaining access to resources such as capital, markets, and partnerships. Inclusive businesses are able to enhance business capacity and expand economic opportunities. This concept aligns with the idea of shared value, which emphasizes the simultaneous creation of economic and social value.

In addition, innovation is a major factor in increasing competitiveness. Innovation refers to efforts to create added value through the development of products, processes, and marketing strategies. The ability to innovate enables MSMEs to survive and compete in the market. Competitive advantage refers to a business's ability to create superior value compared to competitors. Competitive advantage can be achieved through differentiation and market strategies. In this study, competitive advantage serves as an intervening variable linking inclusiveness and innovation to business performance (Effendy et al., 2024; Wulandari et al., 2025; YF Salsabila, 2025).

MSME performance reflects business success, which can be measured through increased revenue, customer growth, and business sustainability. Business performance includes both financial and non-financial aspects. Therefore, inclusiveness and innovation play important roles in enhancing competitive advantage, which subsequently contributes to improving MSME performance (Helsanti & Danial, 2025).

## 2. Method

The research method employed in this study is Structural Equation Modeling–Partial Least Squares (SEM-PLS). This method was chosen because it is capable of simultaneously analyzing relationships among latent variables and is suitable for studies with limited sample sizes. The research variables consist of inclusiveness (X1), innovation (X2), and market orientation (X3) as independent variables, competitive advantage (Z) as the intervening variable, and MSME performance (Y) as the dependent variable. Variable measurements were conducted using a 1–5 Likert scale.

The data were analyzed using SmartPLS through two stages: outer model evaluation (validity and reliability testing) and inner model evaluation (testing relationships among variables and hypotheses) (Daulay, 2025). The data in this study were derived from primary sources obtained through the distribution of questionnaire surveys to the target population and sample. The researcher selected these sub-districts because the six sub-districts were directly affected by the construction of toll road infrastructure in Serdang Bedagai Regency, which significantly influenced the decline in income and economic conditions of local business actors. The sampling technique used was cluster sampling, involving 282 MSMEs across six sub-districts, with the following details:

**Table 2.** Percentage of Sample Selection

No	Sub-District	Number of MSMEs	Cluster Sampling
1	Perbaungan	986	118
2	Tanjung Beringin	397	48
3	Sei Rampah	317	38
4	Pantai Cermin	221	27
5	Teluk Mengkudu	216	26
6	Dolok Masihul	211	25
Total		2348	282

Source : Badan Pusat Statistik Kabupaten Serdang Bedagai (2026)

### 3. Results And Discussion

#### Result

Based on the questionnaire instrument data and the instrument testing results, the variables of Inclusiveness with 4 statement items, Innovation with 4 statement items, Market Orientation with 4 statement items, Competitive Advantage with 4 statement items, and MSME Performance with 4 statement items were declared valid and reliable because the calculated correlation value ( $r$ -count) was greater than the  $r$ -table value, and the Cronbach's Alpha value was greater than 0.7. Therefore, the questionnaire could be distributed to respondents who met the predetermined characteristics.

Based on the data obtained from the questionnaire recapitulation, the main SEM-PLS model was developed using 20 statement items. Subsequently, an evaluation of the measurement model was conducted, as illustrated in Figure 1. The PLS-Algorithm process was then carried out to obtain the values of Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). To obtain these values, several stages were required, including examining the outer loading values to analyze Convergent Validity, as presented in the table below.

Each variable—Inclusiveness, Innovation, Market Orientation, Competitive Advantage, and MSME Performance—showed outer loading values above 0.7, indicating that the model met the criteria for Convergent Validity. The next stage involved evaluating Discriminant Validity by examining the cross-loading values.

**Table 3.** Outer Loading

	Inclusivitas (INK)	Innovation (INV)	Market Orientation (KIN)	Competitive Advantage (CA)	MSMEs Performance (KINER)
INK1	0,812				
INK2	0,845				
INK3	0,801				
INK4	0,864				
INK5	0,779				
INV1		0,856			
INV2		0,834			
INV3		0,819			
INV4		0,841			
INV5		0,802			
KIN1			0,752		
KIN2			0,821		
KIN3			0,859		
KIN4			0,803		
KIN5			0,788		
CA1				0,844	
CA2				0,867	
CA3				0,823	
CA4				0,881	
CA5				0,816	
KINER1					0,873
KINER2					0,861
KINER3					0,842
KINER4					0,804
KINER5					0,856

Source : Processed Primary Data, 2026

**Tabel 4.** Nilai Average Variance Extracted (AVE)

Variable	AVE
Inclusiveness (X1)	0,68
Innovation (X2)	0,70
Market Orientation (X3)	0,66
Competitive Advantage (Z)	0,72
MSMEs Performance (Y)	0,73

Source : Processed Primary Data, 2026

Based on the values presented in Table 3 and Table 4, the main model has fulfilled the required criteria. The Cronbach's Alpha values for all latent variables were greater than 0.7, and the Composite Reliability values were also greater than 0.7. Furthermore, the Average Variance Extracted (AVE) values for all variables were above 0.50, indicating that the constructs were valid. The Fornell-Larcker values show that the square root of the AVE for each construct is greater than the correlations among variables. Therefore, all constructs demonstrate good discriminant validity.

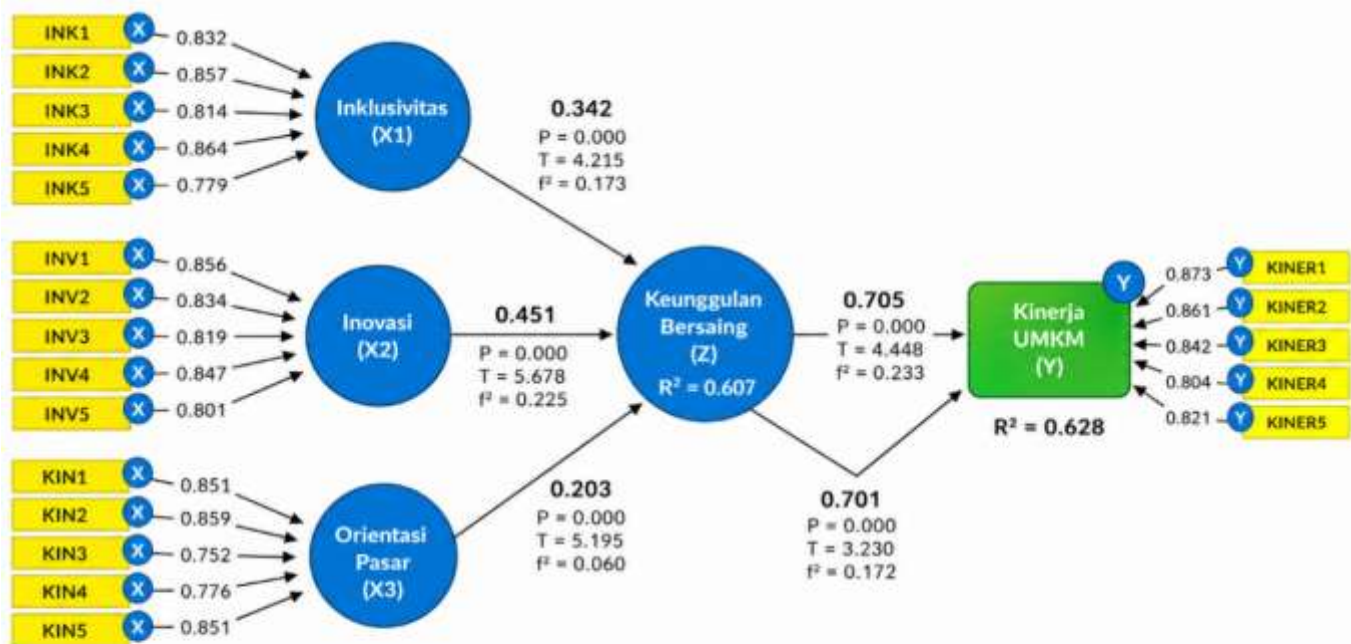
Table 5. t-test (Partial Test)

**RESULTS OF T-TEST (PATH COEFFICIENT)**  
**The Influence of Inclusiveness, Innovation, and Market Orientation on MSME Performance through Competitive Advantage**

Notes: P = P-Values | T = T-Statistics |  $f^2$  = Effect Size |  $R^2$  = R-Square  
 Sample: 282 Respondents | Each Variable = 5 Indicators

Hypothesis	Relationship Between Variables	Path Coefficient ( $\beta$ )	T-Statistics ( O/STDEV )	P-Values	$f^2$ (Effect Size)	Description
H1	Inclusiveness (X1) → Competitive Advantage (Z)	0.342	4.215	0.000	0.173 (Moderate)	Significant
H2	Innovation (X2) → Competitive Advantage (Z)	0.451	5.678	0.000	0.225 (Strong)	Significant
H3	Market Orientation (X3) → Competitive Advantage (Z)	0.203	5.195	0.000	0.060 (Small)	Significant
H4	Competitive Advantage (Z) → MSME Performance (Y)	0.705	4.448	0.000	0.233 (Strong)	Significant
H5	Market Orientation (X3) → MSME Performance (Y)	0.701	3.230	0.000	0.172 (Moderate)	Significant

Source : Processed Primary Data, 2026



**Hasil SEM SmartPLS | Sampel: 282 Responden | Masing-masing Variabel = 5 Pernyataan**

Keterangan: X1 = Inklusivitas | X2 = Inovasi | X3 = Orientasi Pasar | Z = Keunggulan Bersaing | Y = Kinerja UMKM  
 P = P-Values | T = T-Statistics |  $f^2$  = Effect Size |  $R^2$  = R-Square

Figure 1. SEM-PLS Model

Based on Table 5, the results of the path analysis indicate that all relationships among variables are significant, as shown by t-statistic values greater than 1.96 and p-values less than 0.05. Inclusiveness (X1) has a positive effect on Competitive Advantage (Z) with a moderate effect size ( $f^2 = 0.173$ ). Innovation (X2) has the most dominant influence on Competitive Advantage ( $\beta = 0.451$ ;  $f^2 = 0.225$ ). Market Orientation (X3) also has a significant effect on Competitive Advantage, although with a small effect size ( $f^2 = 0.060$ ).

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Furthermore, Competitive Advantage (Z) has a strong effect on MSME Performance (Y) ( $\beta = 0.705$ ;  $f^2 = 0.233$ ), while Market Orientation (X3) also directly affects MSME Performance with a moderate effect size ( $f^2 = 0.172$ ). Overall, innovation is the main factor in shaping competitive advantage, whereas competitive advantage is the primary determinant of MSME performance.

**Table 6.** f-Square

No.	Relationship	f <sup>2</sup> Value	Description
1	Inclusiveness → Competitive Advantage	0.173	Strong
2	Innovation → Competitive Advantage	0.225	Strong
3	Market Orientation → Competitive Advantage	0.060	Moderate
4	Competitive Advantage → MSME Performance	0.233	Strong
5	Market Orientation → MSME Performance	0.172	Strong

Source : Processed Primary Data, 2026

Based on Table 6, the f-square value of the Inclusiveness variable on Competitive Advantage is 0.173, which is categorized as strong because the value is greater than 0.15. The Innovation variable on Competitive Advantage has an f-square value of 0.225, which is also categorized as strong because the value is greater than 0.15. Meanwhile, the Market Orientation variable on Competitive Advantage has an f-square value of 0.060, which is categorized as moderate because the value falls between 0.02 and 0.15.

Furthermore, the Competitive Advantage variable on MSME Performance has an f-square value of 0.233, which is categorized as strong because the value is greater than 0.15. The Market Orientation variable on MSME Performance has an f-square value of 0.172, which is also categorized as strong because the value is greater than 0.15. These values indicate that each variable has a good and substantial effect on the endogenous variables.

Overall, the Innovation and Competitive Advantage variables provide the greatest contribution to the model, while Market Orientation toward Competitive Advantage shows the smallest effect. Therefore, enhancing innovation and strengthening competitive advantage are the main strategies for improving MSME performance.

**Table 7.** Recapitulation of Hypothesis Testing

Hypothesis	Relationship among variables	Result	Description
H1	Inclusiveness(X1) → Competitive Advantage (Z)	Coef. Beta = 0,342 T-statistics = 4,215 P-Value = 0,000	Accepted
H2	Innovation (X2) → Competitive Advantage (Z)	Coef. Beta = 0,451 T-statistics = 5,678 P-Value = 0,000	Accepted
H3	Market Orientation (X3) → Competitive Advantage (Z)	Coef. Beta = 0,203 T-statistics = 5,195 P-Value = 0,000	Accepted
H4	Competitive Advantage (Z) → MSME Performance (Y)	Coef. Beta = 0,705 T-statistics = 4,448 P-Value = 0,000	Accepted
H5	Market Orientation (X3) → MSME Performance(Y)	Coef. Beta = 0,701 T-statistics = 3,230 P-Value = 0,000	Accepted

Source : Processed Primary Data, 2026

## Discussion

Innovation has a positive and significant effect on Competitive Advantage, with a coefficient value of 0.451, representing the largest influence among the variables affecting Competitive Advantage. This indicates that innovation is the main factor in enhancing the competitiveness of MSMEs.

These findings demonstrate that Inclusiveness, Innovation, and Market Orientation have positive and significant effects on Competitive Advantage, which subsequently impacts MSME Performance (Purnomo, 2021; YF Salsabila, 2025). The results indicate that the success of local culinary MSMEs is not determined by a single factor, but rather by a combination of integrated strategies.

More specifically, Innovation was proven to be the most dominant variable in improving Competitive Advantage. This suggests that the ability of MSME actors to create new products, improve quality, and utilize marketing technology is a key factor in facing competition. These findings strengthen the innovation theory proposed by (Indriasari, 2023), which states that innovation is the primary source of competitive advantage. In addition, these results are consistent with previous studies that found innovation significantly influences MSME competitiveness and performance.

The research results also show that Inclusiveness has a positive and significant effect on Competitive Advantage, with a coefficient value of 0.342 and a significance value below 0.05. This indicates that the higher the level of inclusiveness within a business, the greater the ability of MSMEs to create Competitive Advantage.

Inclusiveness was also proven to significantly influence Competitive Advantage. This finding suggests that access to resources such as capital, networks, and partnerships can enhance business capacity. These results support the inclusive business concept introduced by the World Bank, which emphasizes the importance of involving small business actors within a broader economic system. Previous studies have also shown that inclusiveness contributes to improved market access and business sustainability.

Meanwhile, Market Orientation was also found to have a positive and significant effect on Competitive Advantage, with a coefficient value of 0.203. Although its influence is smaller compared to other variables, Market Orientation still plays an important role in enhancing MSME competitiveness.

Market Orientation significantly affects both Competitive Advantage and MSME Performance, although its effect on Competitive Advantage is relatively weaker. This indicates that understanding consumer needs and market changes remains an important factor, although not as dominant as innovation (Indriasari, 2023). These findings are consistent with market orientation theory, which emphasizes the importance of responding to customer needs in improving organizational performance.

Competitive Advantage has a positive and significant effect on MSME Performance, with a coefficient value of 0.705. This indicates that the higher the Competitive Advantage possessed by MSMEs, the better their business performance. Competitive Advantage was proven to be the strongest factor in improving MSME Performance. This finding indicates that the ability of businesses to create product differentiation and added value directly contributes to increased revenue and business sustainability. These results are consistent with the Competitive Advantage theory proposed by (Fauzi et al., 2022; Ananda et al., 2025), which states that competitive advantage is the key to organizational success.

The research results also show that Market Orientation directly affects MSME Performance, with a coefficient value of 0.701. This indicates that understanding market needs and the ability to respond to changes in the business environment significantly contribute to improving business performance. MSMEs that are able to adjust their products and marketing strategies according to consumer needs will find it easier to increase sales and retain customers. Therefore, Market Orientation not only has an indirect effect through Competitive Advantage but also directly affects MSME Performance.

However, this study has several limitations. First, the research was conducted only on culinary MSMEs in one region, so the findings may not be generalized to other sectors or regions. Second, the data used were cross-sectional, meaning that they could not fully capture the dynamics of business performance changes

over the long term. Third, the variables used in this study were still limited, so there may be other factors influencing MSME Performance.

To address these limitations, future studies are recommended to expand the research area, apply a longitudinal approach, and include additional variables such as digitalization, financial literacy, or government policy support.

In terms of implications, this study contributes theoretically by strengthening the integration between innovation theory, inclusiveness, and Competitive Advantage in explaining MSME Performance. Practically, the findings can serve as a reference for MSME actors to focus more on innovation and building inclusive business networks. From a policy perspective, local governments can encourage innovation training programs, improve access to financing, and strengthen the MSME business ecosystem. Thus, the results of this study not only provide academic contributions but also have practical implications for the sustainable development of MSMEs.

#### 4. Conclusion

Based on the results of the study regarding the influence of Inclusiveness, Innovation, and Market Orientation on MSME Performance through Competitive Advantage in local culinary MSMEs in Serdang Bedagai Regency, the following conclusions can be drawn:

1. Inclusiveness has a positive and significant effect on Competitive Advantage. This indicates that the greater the access of MSME actors to resources, networks, and partnerships, the stronger their business competitiveness.
2. Innovation has a positive and significant effect on Competitive Advantage and is the most dominant variable. This means that the ability to innovate in products, processes, and marketing strongly determines the competitive advantage of MSMEs.
3. Market Orientation has a positive and significant effect on Competitive Advantage. This indicates that understanding consumer needs and market conditions helps MSMEs improve their competitiveness.
4. Competitive Advantage has a positive and significant effect on MSME Performance. The higher the level of competitive advantage possessed, the better the business performance in terms of revenue, customer growth, and business sustainability.
5. Market Orientation also has a direct and significant effect on MSME Performance, indicating that the ability to understand the market not only enhances competitiveness but also directly improves business performance

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