

COMPETITIVE ADVANTAGE ANALYSIS OF MSMEs IN THE CULINARY SECTOR: REVIEWING THE INFLUENCE OF MARKET ORIENTATION AND GREEN SUPPLY CHAIN MANAGEMENT

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ABSTRACT

Market orientation, which includes understanding consumer needs, responding to competitors, and coordinating between business functions, is considered a factor that can improve the competitiveness of MSMEs by better adjusting their products and services to consumer preferences. On the other hand, implementing green supply chain management, which focuses on environmentally friendly practices throughout the supply chain, can improve the company's image and operational efficiency, thereby providing a more sustainable competitive advantage. This study aims to analyze the effect of market orientation and green supply chain management on competitive advantage in culinary sector MSMEs. Through survey methods and regression analysis, this study attempts to find the relationship between these variables in the context of MSMEs. The study results concluded that market orientation and green supply chain management positively and significantly affect the competitive advantage of culinary sector MSMEs. These findings are expected to provide insight for MSMEs in the culinary sector about the importance of adopting market orientation and green supply chain management strategies to strengthen their competitive position amidst increasingly tight competition and increasing consumer environmental awareness.

Keywords: market orientation; green supply chain management; competitive advantage; MSMEs

INTRODUCTION

Revolution 4.0 has changed how people work, communicate, shop, transact, and live. Significant changes can be seen from the proliferation of the Internet, digital technology, and IoT (Internet of Things) Malik (2019); Singagerda et al (2024). The

term disruption has become popular to describe the surge in changes that occur and are difficult to predict. This situation certainly provides opportunities and challenges for every business actor. The proliferation of new technology-based entrepreneurs (technopreneurs) brings a breath of

fresh air to entrepreneurship but simultaneously becomes a specter for conventional businesses Sumarno & Suarman (2017); Syaifulloh (2021). The tendency towards sustainability and the perception of entrepreneurial desire in increasing entrepreneurial intentions requires concrete analysis to achieve it. This analysis must be oriented towards sustainability in entrepreneurship in the long term by considering all possibilities that occur Hamid et al., (2024); Yi et al (2021).

In an increasingly competitive era of globalization, MSMEs (Micro, Small, and Medium Enterprises) in the culinary sector face more significant challenges than before Muniarty et al., (2021). Tight competition and increasing consumer expectations for product and service quality require business actors to continue to innovate Julyanthry et al., (2021). In addition, modern consumers are now not only looking for quality products but also considering environmental sustainability aspects when choosing the products they consume Sudirman et al., (2021); Halim et al., (2023). This encourages culinary MSMEs to seek superior strategies that meet consumer demand and provide added value

regarding sustainability and social responsibility.

Market orientation is one strategy that can increase the competitiveness of culinary MSMEs. Market orientation is a business orientation that focuses on deeply understanding consumer needs and competitor movements Na et al., (2019); Fatikha et al., (2021). It ensures that the company can adapt quickly to market changes. In the context of MSMEs, market orientation can effectively adjust products and services according to dynamic consumer needs (Barbosa Ferreira et al., 2019); (Maulana et al., 2022). With a market-oriented approach, culinary MSMEs can be more sensitive to customer demand and anticipate changes in culinary trends that continue to develop Irwansyah et al., (2021); Ingsih et al., (2021).

In addition, green supply chain management (GSCM) is an increasingly relevant concept in the culinary sector. GSCM focuses on supply chain management that considers environmental impacts, from raw material selection to waste management Novitasari et al., (2022); Khan & Qianli (2017). The implementation of GSCM not only

strengthens the company's positive image in the eyes of consumers but also has the potential to reduce operational costs through efficient use of resources Uddin (2021). In the context of MSMEs, implementing GSCM can be a superior strategy to attract environmentally conscious consumer segments, which are now increasing in various levels of society Yunus & Michalisin (2016); Tran et al., (2022).

However, implementing market orientation and green supply chain management strategies is difficult, especially for MSMEs with limited resources. In practice, MSMEs in the culinary sector are often faced with financial, technical, and information constraints when implementing both strategies. However, studies show that MSMEs that successfully implement market orientation and green supply chain strategies tend to have more substantial competitiveness and a better position in facing competition.

This study will examine the influence of market orientation and green supply chain management on the competitive advantage of MSMEs in the culinary sector. Competitive advantage refers to a company's ability to offer more excellent value than

competitors through more competitive prices, higher quality, or better service. By examining the relationship between market orientation and GSCM on competitive advantage, this study is expected to provide insight into how these two factors can become the primary strategy for culinary MSMEs.

This study's findings are expected to contribute significantly to the literature on effective business strategies for culinary sector MSMEs. Specifically, this study aims to provide empirical evidence on the importance of adopting market orientation and GSCM strategies in increasing the competitiveness of MSMEs in an ever-growing market. Market orientation and Green Supply Chain Management (GSCM) strategy have a key role in the development of Micro, Small and Medium Enterprises (MSMEs) because they can increase competitiveness and business sustainability. The combination of a strong market orientation and an effective GSCM strategy can create competitive advantages, expand market access, and improve the reputation of MSMEs as innovative and environmentally responsible business actors.

LITERATURE REVIEW

Market Orientation

Market orientation is a culture, according to (Retnawati & Retnaningsih, 2019), the most effective and efficient way for organizations to instill the behaviors needed to produce superior performance and superior value for customers. This expresses the view that the way to achieve maximum targets is to make customers interested in the products that have been made. One way to explain this idea is that customers will think that a product's expected value is greater than the expected value or generated by alternative solutions, in this case, products offered by other businesses, when purchasing. According to (Fatonah & Haryanto, 2022); (Riswanto et al., 2020), market orientation is organizational behavior that includes collecting, disseminating, and responding to market intelligence.

Marketing orientation is very important for MSMEs because this approach emphasizes a deep understanding of consumer needs and desires, which is the key to success in an increasingly competitive market Purba et al., (2022); Sherly et al., (2020). With a marketing orientation,

MSMEs can design products or services that are more in line with target market preferences, thereby increasing customer satisfaction and loyalty. Apart from that, marketing orientation helps MSMEs face competition by providing unique and relevant added value, which ultimately can increase competitiveness and increase growth opportunities Na et al., (2019); Tirtayasa et al., (2022).

Green Supply Chain Management

Companies cannot run all of that, so they choose a shortcut to compete with competitors through supply chain management, this is an important part of controlling the company's products to understand consumer needs Uddin, (2021); Li et al., (2020). Supply chain management provides important information for companies to determine how a product is sold so that it can be adjusted to benefit customers by reducing costs and increasing product value Al-Khawaldah et al., (2022).

Green supply chain management (GSCM) is an approach to supply chain management that aims to reduce negative impacts on the environment Sharabati (2021); Abdallah & Al-Ghwayeen (2020). As public attention

to environmental issues increases, more companies seek to implement sustainable business practices, including in the supply chain. The implementation of GSCM also has the potential to increase cost efficiency through reduced resource use and better waste management. This can result in lower operating costs, increased productivity, and competitive advantage Tran et al., (2022); Khan et al., (2017).

Competitive Advantage

Competitive advantage is an absolute must for business actors. Especially for MSMEs, competitive advantage is a determining factor in their resilience in competing with competitors Julyanthry et al., (2022); Chandra et al., (2022). The deeper the knowledge possessed by MSME actors, the greater the possibility of creating a competitive advantage from the MSME. Changes in community behavior patterns sometimes cannot be predicted accurately. However, the depth of research can be the key for business actors to predict shifts in community behavior Sembiring et al., (2023).

Julyanthry et al., (2023), define competitive advantage as the

utilization of various resources that a company has based on the results of strategy implementation. The source of competitive advantage is having a unique view of expertise and assets. In order to achieve a competitive advantage, business actors must observe the social dynamics in society Sinaga et al., (2022). Business actors should utilize increasingly easy access to information to analyze predicted changes' direction Julyanthry et al., (2021); Halim et al., (2021). The challenges for business actors in the digital era are very tough. The competitive advantages that are currently owned may only sometimes last permanently Hasan et al., (2021).

The Influence of Market Orientation on Competitive Advantage

Various studies have shown that market orientation can be important in building competitive advantage, especially for culinary sector MSMEs that face tight competition Puspaningrum (2020). Market orientation allows MSMEs to be more responsive to consumer preferences, product innovation, and changes in market trends, which can significantly increase customer satisfaction and consumer loyalty Anabila et al.,

(2019). Thus, companies that implement a market orientation strategy can often offer unique value that is difficult for competitors to imitate, which then becomes a major factor in achieving competitive advantage Maulana et al., (2022); Distanont et al., (2020).

In the context of culinary MSMEs, the ability to deeply understand local needs and consumer tastes is a strategic advantage Puspaningrum (2020). Many studies have found that MSMEs with high market orientation tend to better adjust their products and services according to consumer expectations. This impacts increasing sales and builds a strong reputation in the eyes of customers Yaskun et al., (2021); (Ingsih et al., (2021). In addition, market orientation can help MSMEs strengthen internal coordination so that each department or team member works in harmony to achieve the same business goals. Based on the results of previous studies, the research leads to the development of the following hypotheses:

H1: Market orientation influences competitive advantage.

The Influence of Green Supply Chain Management on Competitive Advantage

Several studies have shown that implementing GSCM can increase competitiveness or competitive advantage, especially in culinary sector MSMEs that often face the challenges of tight competition Tran et al., (2022); Khan et al., (2017). Through GSCM, MSMEs can increase operational efficiency, reduce production costs, and reduce environmental impacts, increasing long-term profitability. In addition, GSCM helps culinary MSMEs to be more attractive to consumers who are increasingly concerned about environmentally friendly products and services, thus creating added value and a positive reputation in customers' eyes.

In addition to economic benefits, GSCM strengthens sustainability, which is increasingly relevant in the modern business climate. Studies show that MSMEs that implement green supply chain practices tend to have higher business resilience because they can adapt to increasingly stringent environmental standards and consumer demand that is more conscious of sustainability (Yunus et al., (2016);

(Novitasari et al., (2022). The implementation of GSCM allows culinary MSMEs to differentiate themselves from competitors who have yet to adopt this strategy, making it an effective competitive advantage. Based on the results of previous studies, the study leads to the development of the following hypotheses:

H2: Green supply chain management influences competitive advantage

RESEARCH METHOD

This study uses a quantitative approach with a survey method to collect data from the research samples of culinary sector MSMEs. The survey was chosen as the primary method because it allows for extensive and representative data collection from many respondents. Data was collected through a questionnaire about market orientation, green supply chain management (GSCM), and competitive advantage, which were measured using a Likert scale. The Likert scale is used so that respondents can rate each item in the questionnaire based on their level of agreement, making the data obtained easier to analyze statistically.

The population in this study were all culinary sector MSMEs operating in

the Pematangsiantar area, North Sumatra, with specific criteria such as having been operating for at least two years and having experience in implementing market orientation and green supply chain management practices. The sample used purposive sampling to ensure that only MSMEs relevant to this study participated.

Thus, this study used 100 respondents from the culinary sector MSMEs in Pematangsiantar.

Data analysis was conducted using multiple linear regression techniques to see the effect of independent variables, namely market orientation and green supply chain management, on the dependent variable, namely competitive advantage. To ensure the validity and reliability of the data, a validity test was conducted using item-total correlation and a reliability test using Cronbach's Alpha coefficient.

This study also presents operational definitions of variables for each variable used in this study. Variable measures are conducted by adopting indicators validated in previous studies. Market orientation is measured through customer orientation, competitor orientation,

inter-functional coordination, and responsiveness (Puspaningrum, (2020); Na et al., (2019). Green supply chain management is measured by indicators of green purchasing, eco-design, green distribution, and green information systems Tran et al., (2022); Khan et al., (2017), while competitive advantage is measured based on superior efficiency, superior quality, and customer responsibility Julyanthry et al., (2021); Uddin (2021).

RESULT AND DISCUSSION

Table 1: Profile of Respondents

Categories	Details	amount	Percentage (%)
Gender	Men	42	42
	Mom	58	58
Age (years)	20-29	13	13
	30-39	37	37
	40-49	40	40
	50-59	10	10
	High School	54	54
Level of education	Diploma	26	26
	Bachelors	20	20
	< 1	48	48
Length of Business (years)	1-5	32	32
	6-10	15	15
	> 10	5	5

Most of the respondents in this study were female, with 58 people or 58% of the total respondents, while men numbered 42 people or 42%. Most respondents were in the age range of 30-49 years, which was 77% of the

total respondents, with details of 37% in the 30-39 age group and 40% in the 40-49 age group. Respondents aged 20-29 comprised 13%, while the 50-59 age group comprised only 10%. Most respondents had a high school education, 54%, followed by Diploma graduates (26%) and bachelor's degree graduates (20%). Most respondents (48%) had only been running their business for less than 1 year, followed by 32% who had 1-5 years of experience. As many as 15% had been running their business for 6-10 years, and only 5% had more than 10 years of experience. This data shows that many culinary MSMEs are in the early or middle stages and may still be developing their competitive strategies to survive and thrive in a competitive market.

Normality Test

Data is normally distributed if not significantly different or standardized with normal standards. If a statistical test is conducted using the Kolmogorov-Smirnov test, the variable is said to be normally distributed if the significance value is greater than or equal to 0.05. Conversely, if the significance value is less than 0.05, the

variable or data is said to be not normally distributed.

Table 2: Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
	Total	
N		100
	Mean	134.77
Normal Parameters	Std.	14,741
	Deviation	
	Absolute	,135
Most Extreme Differences	Positive	,066
	Negative	-,135
Kolmogorov-Smirnov Z		1,355
Asymp. Sig. (2-tailed)		,051

a. Test distribution is Normal.

b. Calculated from data.

According to the normal test data analysis results, it can be concluded that for the research variables, the statistical results obtained were Asymp. Sig (2-tailed) of $0.051 > 0.05$, so all variables are stated to be normally distributed.

Validity and Reliability Test

Validity Testing is an assessment of the accuracy or precision of a measuring instrument in measuring what is to be measured. In simpler terms, validity testing aims to evaluate whether a set of measuring instruments effectively measures what it is supposed to measure.

Table 3: Validity Test Results

Variables	Corrected items - Total correlation	N of Items	Test results
Market orientation	0.746	12	Valid
Green Supply Chain Management	0.749	12	Valid
Competitive Advantage	0.649	9	Valid

Based on the validity test of Table 3 above, it is concluded that all indicators in the study have a value above 0.30, and the measurement items used in this research are valid Ghozali (2016). Next, a reliability experiment is conducted to measure the measurement items on the questionnaire items that describe the indicators of the variables.

Table 4: Reliability Test Results

Variables	Cronbach's Alpha	N of Items	Test results
Market Orientation	0.834	12	Reliable
Green Supply Chain Management	0.860	12	Reliable
Competitive Advantage	0.903	9	Reliable

The results of the experiment's reliability shown in Table 4 above prove that all indicators have a Cronbach alpha value for each instrument > 0.60 , so it can be concluded that all the instruments used are reliable Ghozali (2016).

Multiple Regression Test

Table 5: Multiple Linear Regression

Model	Unstandardized Coefficients		t-count	Sig.
	B	std. Error		
(Constant)	6,587	2,479	2,657	,009
Market Orientation	,311	,094	3,301	,001
Green Supply Chain Management	,303	,074	4,101	,000

The equation model is obtained from the multiple linear regression above = $6.687 + 0.311X_1 + 0.303X_2$, meaning that market orientation and green supply chain management positively affect competitive advantage. Based on these equations, it can be explained as follows:

1. The constant value of 6.687 can be interpreted if the variables of market orientation and green supply chain management are considered zero; then, the competitive advantage value will be in the range of 6,687.
2. The value of the beta coefficient on the market orientation variable is 0.311, which means that every change in the market orientation variable by one unit will result in a change in the competitive advantage of 0.311 units with the assumption that the other variables are at a constant value.

3. The beta coefficient value on the green supply chain management variable is 0.303, which means that every change in the green supply chain management variable by one unit will change the competitive advantage by 0.303 units, assuming that the other variables are at constant values.

Simultaneous and Partial Hypothesis Testing

Experiment F is used to examine the variable binding simultaneously. Simultaneous hypothesis testing analyzes whether market orientation and green supply chain management variables can influence competitive advantage.

Table 6. Simultaneous Test Results

Model	Sum of Squares	df	F	Sig.
Regression	1149,266	2	89,595	,000b
residual	622,124	97		
Total	1771,390	99		

Based on the results of the simultaneous test analysis in Table 6, the F-count value is $89.595 >$ from F-table with $(0.05; 2 \text{ vs. } 98)$ of 3.09 or with a significant $0.000 \leq 0.05$ can be market orientation and green supply chain management significantly influences competitive advantage simultaneously. Subsequently, a partial

test was conducted to partially analyze the effect of market orientation and green supply chain management on competitive advantage. Based on the results of data analysis in Table 5, the results of the t-test in this study are as follows:

1. Market orientation has a significant level of $0.001 \leq 0.05$, meaning that market orientation has a significant effect on competitive advantage. The results of this research are in line with previous research by (Maulana et al., (2022); Puspaningrum (2020).
2. Green supply chain management obtained a significant level of $0.000 \leq 0.05$, meaning that green supply chain management significantly affects competitive advantage. The results of this research are in line with previous research by Tran et al., (2022); Novitasari et al., (2022).

Coefficient of Determination Test

The coefficient of determination measures how far a model can explain the variation of the dependent variable. The results of the determination test in this study can be explained in Table 7:

Table 7: Correlation and Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. An error in the Estimate
1	,805a	,649	,642	2,533

Based on the results of the data analysis in Table 7 above, the correlation test results show a solid relationship between market orientation, green supply chain management, and competitive advantage. Next, the coefficient of determination value is 0.649, which means that the level of competitive advantage of 64.9% can be explained by market orientation and green supply chain management. This study does not discuss other factors that can explain the remaining 35.1%, such as business resources and capabilities, product differentiation strategies, market orientation, and technological superiority.

CONCLUSION

The study results concluded that market orientation positively and significantly affects competitive advantage. These results prove that with a deep understanding of market orientation, companies can develop relevant and superior products or services that are in accordance with

customer demand. The study results further concluded that green supply chain management positively and significantly affects competitive advantage. This proves that by implementing GSCM, companies can minimize waste, save energy, and use recyclable raw materials, reducing dependence on expensive and limited resources.

The implications of this study confirm that MSMEs in this sector can maintain and improve their competitiveness by focusing on understanding the market and implementing environmentally friendly practices. In addition, the implementation of green supply chain management provides opportunities for culinary MSMEs to reduce operational costs through resource efficiency and reduce environmental impacts.

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