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THE EFFECT OF INNOVATION AND ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF SEBLAK MSMEs IN SOUTH CIKARANG

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh inovasi dan budaya organisasi terhadap kinerja UMKM seblak di wilayah Cikarang Selatan. UMKM memiliki peran penting dalam mendorong pertumbuhan ekonomi lokal, namun masih menghadapi berbagai tantangan seperti persaingan usaha, keterbatasan sumber daya, serta perubahan kebutuhan konsumen. Inovasi menjadi salah satu strategi penting dalam meningkatkan kualitas produk, proses usaha, dan pemasaran, sedangkan budaya organisasi berperan dalam membentuk perilaku kerja, kerja sama, serta keberlanjutan usaha. Penelitian ini menggunakan pendekatan kuantitatif dengan menyebarkan kuesioner kepada 60 responden yang merupakan konsumen UMKM seblak di Cikarang Selatan. Sampel ditentukan menggunakan teknik non-probability sampling dengan perhitungan rumus Hair. Data yang diperoleh dianalisis menggunakan SPSS versi 26 melalui uji validitas, uji reliabilitas, uji asumsi klasik, analisis regresi linear berganda, uji t, uji F, dan koefisien determinasi. Hasil penelitian menunjukkan bahwa inovasi berpengaruh positif dan signifikan terhadap kinerja UMKM. Budaya organisasi juga terbukti berpengaruh positif dan signifikan terhadap kinerja UMKM. Secara simultan, inovasi dan budaya organisasi berpengaruh signifikan terhadap kinerja UMKM seblak di Cikarang Selatan. Temuan ini menunjukkan bahwa pelaku UMKM perlu terus mengembangkan ide kreatif, memperbaiki proses usaha, serta memperkuat nilai-nilai organisasi agar mampu meningkatkan daya saing dan kinerja usaha.
Kata Kunci: Inovasi, Budaya Organisasi, Kinerja UMKM, Seblak, Cikarang Selatan..

ABSTRACT

This study aims to examine the influence of innovation and organizational culture on the performance of seblak MSMEs in South Cikarang. MSMEs play an essential role in supporting local economic growth, yet they continue to face challenges related to competition, limited resources, and changing consumer preferences. Innovation is considered an important strategy for improving products, processes, and marketing practices, while organizational culture can shape work behavior, cooperation, and business sustainability. This research employed a quantitative approach by distributing questionnaires to 60 respondents who were consumers of seblak MSMEs in South Cikarang. The sample was determined using non-probability sampling and the Hair formula. The collected data were analyzed using SPSS version 26 through validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, t-test, F-test, and coefficient of determination analysis. The results show that innovation has a positive and significant effect on MSME performance. Organizational culture also has a positive and significant effect on MSME performance. Simultaneously, innovation and organizational culture significantly influence the performance of seblak MSMEs in South Cikarang. These findings indicate that MSME actors need to continuously develop creative ideas, improve business processes, and strengthen organizational values to enhance competitiveness and business performance.
Keywords: *Innovation, Organizational Culture, MSME Performance, Seblak, South Cikarang*

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INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are among the main contributors to Indonesia's economic development. Their rapid growth encourages business owners to design strategies that allow them to survive, compete, and adapt to a changing business environment. This condition is also experienced by culinary MSMEs in South Cikarang, including Seblak businesses. In an increasingly dynamic market, innovation and organizational culture are considered important factors that can support MSME performance. (Diantoro et al., 2024) emphasize that MSMEs must strengthen their adaptability and competitiveness in order to sustain their operations and grow in the midst of business competition.

Although MSMEs have a vital economic role, many of them still encounter difficulties in building strong and competitive brands. A number of MSME actors have not strategically integrated organizational culture and innovation into their branding efforts. Values such as family orientation and local wisdom may already exist within the business environment, but they are often not managed as part of a deliberate branding strategy. In addition, innovation adoption remains limited due to inadequate resources and insufficient technological understanding. This situation shows the importance of integrating innovation and organizational culture to create a stronger and more relevant business identity in the market (Metris et al., 2024).

Innovation refers to the application of creative ideas to produce value through new products, processes, or methods, often by utilizing technology to improve competitiveness and economic growth. It is a key mechanism for organizations and businesses to maintain their continuity in competitive conditions. Organizational culture is also closely related to business performance because it consists of values, norms, and work ethics that shape organizational identity and influence the ability to respond to market changes. As previously explained, MSME success cannot be separated from optimal performance, which reflects the results achieved by a business in carrying out its responsibilities and reaching its objectives (Ariyati et al., 2021).

However, many MSMEs continue to face various constraints, such as low sales volume, limited capital, distribution barriers, and limited understanding of online transactions. Performance is an important indicator of MSME progress because it reflects the ability of business actors to manage resources and achieve business goals. Therefore, it is necessary to examine the extent to which innovation and organizational culture influence MSME performance, particularly in food-based MSMEs such as Seblak businesses in South Cikarang (Murwanti, 2023; Putri et al., 2023).

Previous studies have shown different findings. Some research indicates that innovation has a positive relationship with MSME performance, meaning that better innovation tends to be followed by improved performance. Nevertheless, other studies suggest that innovation capability does not always produce a positive impact, especially when MSME actors have not optimized their innovative potential. In addition, organizational culture has also been reported to have no significant effect on MSME performance when the existing culture is not sufficiently effective or does not encourage members to complete tasks properly and on time (Komariah et al., 2022; Wahyuni et al., 2021). These differences provide a basis for further investigation into the role of innovation and organizational culture in the Seblak MSME sector.

This study aims to analyze the effect of innovation and organizational culture on the performance of Seblak MSMEs in South Cikarang. The main objective is to determine how far these two factors contribute to improving MSME performance in responding to business competition and market dynamics.

LITERATURE REVIEW

Innovation

Innovation can be understood as the use of creativity to identify opportunities, solve problems, and create added value. In a business context, product innovation is often associated with improvements that make a product more functional or attractive than competing products. Such improvements can increase the value perceived by customers.

(Harini, 2023) define innovation as a social and economic success resulting from the introduction of new combinations or the renewal of old methods in transforming inputs into outputs. Innovation allows businesses to create meaningful changes in consumer value, perception, and user benefits (Tiara et al., 2023). Meanwhile, (Dama & Ogi, 2018) explains that innovation is not limited to physical products. It can also include ideas, methods, and objects that are considered new by individuals or communities experiencing the change (Indrajita et al., 2021).

Several internal factors influence MSME innovation in improving the competitiveness of local products. The first factor is human resources, which are the most important asset in an organization or business. Human resources provide labor, creativity, talent, and enthusiasm, enabling businesses to develop competitive products and services. The second factor is finance, because adequate capital management supports the development of innovative products and helps businesses become more competitive. The third factor is management, which is essential for organizing resources through planning, organizing, implementation, and control. The fourth factor is technology, because digital innovation enables MSMEs to adapt and succeed in a rapidly changing business environment.

External factors also shape MSME innovation. Market conditions influence how businesses respond to consumer demand and adjust their products. Competition encourages MSMEs to keep innovating in order to maintain market position. Government policies also support innovation through programs such as grants, tax incentives, and training that can improve MSME innovation capacity (Maria & Nurkhalida, 2024).

Innovation indicators used in this study are based on (Wahyuni et al., 2021), consisting of invention, development, replication, and sustainability. Invention refers to the creation of new ideas or products. Development represents improvements to existing products or processes. Replication refers to the ability to adapt or reproduce successful ideas. Sustainability indicates the capacity to maintain innovation continuously over time.

Organizational Culture

Organizational culture reflects the beliefs, values, and behavioral standards that are accepted and practiced by members of an organization. These shared values become a guide for members in carrying out tasks and responding to issues related to the organization (Setiawati et al., 2021).

(Tiara et al., 2023) describes organizational culture as a set of values, beliefs, assumptions, and norms that have existed for a long time, have been mutually agreed upon, and are used as a behavioral guideline by organizational members. These shared values also function as a reference in solving problems faced by the organization (Wahyuni et al., 2021). Purnata and Suardikha (2019) argue that MSMEs with a strong organizational culture tend to perform better than competing businesses with weaker cultures because culture influences how work is carried out and how members contribute to organizational goals (Rosyidi et al., 2018).

Several factors contribute to the formation and development of organizational culture. Leadership plays a central role because leaders determine direction, make decisions, and guide organizational members toward shared goals. Value systems also influence culture because they provide a basis for how members respond to internal and external issues. In addition, motivation is an important factor because it reflects the willingness of members to give their best effort in achieving organizational objectives (Mahrus Ali et al., 2023).

The indicators of organizational culture used in this study are based on (Setiawati et al., 2021), including innovation and risk-taking, team orientation, and aggressiveness. Innovation and risk-taking show the extent to which members are encouraged to create new ideas and take reasonable risks. Team orientation reflects the emphasis on cooperation and collective work. Aggressiveness describes the degree to which members are encouraged to be competitive and proactive in achieving targets.

MSME Performance

Performance is a crucial factor in determining business success. It becomes a major priority because every activity carried out by a company or business should be directed toward improvement and development. Business performance also reflects the strengths and achievements of the enterprise (Komariah et al., 2022).

(Zehir & Balak, 2018) explain that MSME performance refers to the level of success achieved by an organization through its strategies, efforts, or activities within a certain period. Indicators of MSME performance include sales growth and customer satisfaction (Maulana, 2021). Jannah et al. (2019) further state that MSME performance is the achievement obtained by entrepreneurs during business operations, which can be used as a basis for evaluating decisions and improving areas that have not yet reached optimal results (Pratiwi et al., 2024).

MSME performance is influenced by both external and internal factors. According to (Agus Suyono & Zuhri, 2022), external factors include human resources, finance, production or operational techniques, and market and marketing conditions. Internal factors include government policy, socio-cultural conditions, economic aspects, production or operational techniques, and the role of related institutions.

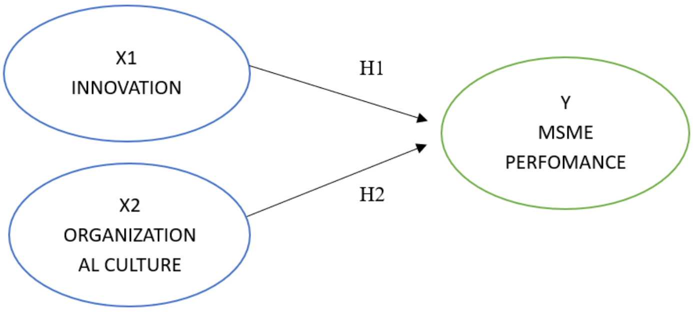
The indicators of MSME performance used in this study are based on (Setiawati et al., 2021), consisting of sales growth, capital growth, job creation, market growth, and profit or business income growth. These indicators describe whether MSMEs are able to improve their market position, expand business resources, create employment opportunities, and increase financial outcomes.

The Effect of Innovation on MSME Performance

Previous research has shown a relationship between innovation and business performance. Higher levels of innovation can improve performance because customers receive something new, which creates competitive attractiveness and benefits for business actors (Komariah et al., 2022). However, other findings suggest that innovation capability does not always affect MSME performance. This may occur when MSME actors in the research area have not fully optimized their innovative potential, making innovation insufficient to drive performance improvement. Limited research subjects may also restrict the generalizability of findings to broader MSME performance (Nurhidayah & Ni'am, 2022)

The Effect of Organizational Culture on MSME Performance

Some studies indicate that organizational culture does not have a significant effect on MSME performance. Survey findings show that organizational culture may be considered less effective, particularly in encouraging innovation. Several studies also report that members may feel less challenged in carrying out tasks or may fail to complete work on time. This suggests that the existing organizational culture has not fully reflected optimal performance, although ideally it should function as a key element in building a stable, adaptive, and developing work environment (Wahyuni et al., 2021). In contrast, other studies have found that organizational culture has a positive and significant effect on MSME performance, including research on Setia Kawan convection MSMEs, which is supported by (Piantara et al., 2021), who found that organizational culture influences employee performance (Ismartaya et al., 2024).



RESEARCH METHOD

This study applies a quantitative approach. Quantitative research emphasizes the collection and statistical processing of numerical data by using mathematical frameworks and theories related to measurable variables (Sari, 2021) . The population of this study consisted of Seblak consumers in South Cikarang. Primary data were obtained through questionnaires distributed to respondents. The sample consisted of 60 respondents. The sampling method used was non-probability sampling, and the sample size was determined using the Hair formula. The Hair formula is commonly used when the population size is not precisely known and the analysis requires a minimum sample based on the number of indicators. In this study, the formula used was N = 5 multiplied by the number of indicator variables. With 12 indicators, the required sample size was 5 x 12 = 60 respondents (Arifin, 2018).

The questionnaire consisted of 18 statements representing the research variables. The collected data were processed using SPSS version 26. The analysis procedures included reliability testing, validity testing, classical assumption testing, regression analysis, t-test, F-test, and coefficient of determination analysis.

RESULT AND DISCUSSION

Reliability Test

Table 1. Case Processing Summary

Cases	N	%
Valid	60	100.0
Excluded	0	0.0
Total	60	100.0

The case processing summary indicates that all 60 respondent data were used in the reliability test. No missing data were excluded, which means that the reliability analysis was conducted on the complete dataset.

Table 2. Reliability Statistics

Cronbach's Alpha	Number of Items
0.960	18

The reliability test produced a Cronbach's Alpha value of 0.960, which is higher than the minimum threshold of 0.60. This result indicates that all research variables are highly reliable and that the questionnaire items are internally consistent.

Validity Test

Table 3. Validity Test Result

Variable	Item	r Count	r Table	Conclusion
Innovation (X1)	X1.1	0.799	0.330	Valid
Innovation (X1)	X1.2	0.653	0.330	Valid
Innovation (X1)	X1.3	0.789	0.330	Valid

Innovation (X1)	X1.4	0.797	0.330	Valid
Innovation (X1)	X1.5	0.742	0.330	Valid
Innovation (X1)	X1.6	0.677	0.330	Valid
Organizational Culture (X2)	X2.1	0.770	0.330	Valid
Organizational Culture (X2)	X2.2	0.768	0.330	Valid
Organizational Culture (X2)	X2.3	0.855	0.330	Valid
Organizational Culture (X2)	X2.4	0.808	0.330	Valid
Organizational Culture (X2)	X2.5	0.844	0.330	Valid
Organizational Culture (X2)	X2.6	0.841	0.330	Valid
MSME Performance (Y)	Y1	0.644	0.330	Valid
MSME Performance (Y)	Y2	0.829	0.330	Valid
MSME Performance (Y)	Y3	0.743	0.330	Valid
MSME Performance (Y)	Y4	0.757	0.330	Valid
MSME Performance (Y)	Y5	0.865	0.330	Valid
MSME Performance (Y)	Y6	0.849	0.330	Valid

Based on the validity test, all items measuring Innovation (X1), Organizational Culture (X2), and MSME Performance (Y) are declared valid because each calculated r value is greater than the r table value of 0.330. Therefore, all questionnaire items are considered appropriate for measuring the research variables.

Normality Test

Table 4. Normality Test Interpretation

Test Output	Interpretation
Normality plot	The points follow a relatively symmetrical line pattern, indicating that the data are normally distributed.

The normality plot shows a pattern that follows the diagonal line, so the regression data can be interpreted as normally distributed

Coefficient of Determination

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.791	0.626	0.613	2.388

The R Square value is 0.626, which means that Innovation (X1) and Organizational Culture (X2) explain 62.6% of the variation in MSME Performance (Y). The remaining 37.4% is influenced by other variables outside the model.

Partial Test (t-Test)

Table 6. t-Test Result

Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
Constant	3.294	2.349	-	1.402	0.166	-	-
Innovation (X1)	0.394	0.145	0.369	2.711	0.009	0.355	2.819

Organizational Culture (X2)	0.473	0.138	0.464	3.416	0.001	0.355	2.819

The t-test results indicate that Innovation (X1) has a positive and significant effect on MSME Performance (Y), as shown by a t-count value of 2.711, which is greater than the t-table value of 1.671, and a significance value of 0.009, which is below 0.05. Organizational Culture (X2) also has a positive and significant effect on MSME Performance, with a t-count value of 3.416 greater than 1.671 and a significance value of 0.001 below 0.05. Thus, both variables partially contribute to improving the performance of Seblak MSMEs in South Cikarang.

Simultaneous Test (F-Test)

Table 7. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	545.056	2	272.528	47.778	0.000
Residual	325.128	57	5.704	-	-
Total	870.183	59	-	-	-

The F-test result shows that Innovation (X1) and Organizational Culture (X2) simultaneously have a significant effect on MSME Performance (Y). This is indicated by the F-count value of 47.778, which is greater than the F-table value of 3.16, and the significance value of 0.000, which is below 0.05. Therefore, the simultaneous hypothesis is accepted

Discussion

The Effect of Innovation on MSME Performance

The findings show that innovation significantly improves MSME performance. This means that the ability of Seblak MSMEs to introduce new product variations, improve production processes, develop marketing strategies, and adapt to consumer preferences can strengthen business performance. Innovation creates added value that differentiates a business from its competitors and helps attract customers. Therefore, business actors who consistently develop creative ideas are more likely to achieve stronger performance outcomes

The Effect of Organizational Culture on MSME Performance

Organizational culture also has a positive and significant effect on MSME performance. This indicates that shared values, teamwork, discipline, commitment, and a proactive work attitude can support business productivity. A strong organizational culture encourages members to work consistently, coordinate better, and respond more effectively to market changes. In the context of Seblak MSMEs, culture can become a managerial foundation that supports innovation and strengthens business sustainability.

CONCLUSION

This study was conducted to analyze the effect of innovation and organizational culture on the performance of Seblak MSMEs in South Cikarang. Based on the statistical analysis, innovation has a positive and significant effect on MSME performance. This finding indicates that the higher the level of innovation in products, processes, and marketing strategies, the better the performance achieved by MSMEs.

Organizational culture also has a positive and significant effect on MSME performance. A strong and well-directed culture can create a productive work environment, improve team coordination, and strengthen work motivation. Simultaneously, innovation and organizational culture provide a significant contribution to MSME performance. Therefore, both variables should be continuously improved so that MSMEs can remain competitive and develop in an increasingly dynamic market

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