

## STRENGTHENING THE ORGANIZATIONAL CULTURE OF UMKM FOR BUSINESS SUSTAINABILITY IN THE KAMU VILLAGE MARKET OLD DENAI, PANTAI LABU DISTRICT DELI SERDANG REGENCY

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### Abstract

Micro and Small Enterprises (MSEs) have role strategic in support growth economy area, creating field work, and improve welfare society. However, some large number of MSMEs operating in traditional markets Still face various challenges, such as weak governance effort, low commitment to standard services, as well as not yet optimally implementation values culture organizations that can support sustainability business. Condition This was also found among MSMEs at Kamu Market, Denai Lama Village, Pantai Labu District, Deli Serdang Regency. devotion to public This aim For increase understanding and awareness MSME actors regarding importance culture organization as foundation in guard sustainability and power competition business. The method used covering socialization, counseling, discussion interactive and mentoring simple to participants. Activities implemented through stages preparation, implementation, and evaluation. Results of activities show existence improvement understanding participant about values culture organization like discipline, responsibility answer, work same, orientation service and commitment to quality effort. Participants also demonstrated high enthusiasm during activity ongoing as well as state readiness For apply values culture organization in activity his business. Activities This give contribution positive in build awareness MSME actors for develop more effort professional, adaptive, and sustainable.

**Keywords :** culture organization, MSEs, sustainability business, traditional market, devotion public

### INTRODUCTION

Micro and Small Enterprises (MSEs) are one of the main pillars in development economy national and region. The existence of UMK has role strategic in create field work, improve income society, reducing level unemployment, as well as strengthen resilience economy local. Based on his significant contribution to activity economy society, UMK becomes capable sectors survive and adapt in various condition economy, including when happen instability economy. Therefore that, strengthening capacity and sustainability of MSMEs are an important agenda in development economy based public. In various region, UMK develops in traditional market environment that is not only functioning as center transaction economy, but also as room interaction social and conservation culture local. One of the examples of traditional markets that have mark economy at a time mark culture is the Kamu Market located in Denai Lama Village, Pantai Labu District, Deli Serdang Regency. The Kamu Market (Youth Work Breakfast Week) is a an economic platform creative based a growing community in Pantai Labu District, Deli Serdang Regency, North Sumatra. This initiative This initiated by Deddy Sofyan with lift draft wisdom local as identity main in management and development. Values wisdom local the reflected in various aspect market activities, such as presentation culinary traditional, performance art culture, use symbols culture local, as well as implementation tool transaction in the form of tempu (shell carved coconut) as a medium of payment alternative substitute for rupiah currency during activity ongoing. All element the packed in nuances Javanese and Malay culture that represents characteristics social culture public Local market. Kamu Market is located on Jalan Perintis, Dusun II, Denai Lama Village, Pantai Labu District, Deli Serdang Regency. Market activities are held regularly every day Sunday start 06.00 to 11.00 WIB.

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This market was first inaugurated on August 9, 2020 by the Kawan Lama Area Community, namely youth group originating from from Denai Lama Village. In development, community the weave partnership with the Deli Serdang Tourism Awareness Community (MASATA) to strengthen management and promotion area. Your market is designed as a traditional people's market that focuses on marketing culinary typical Javanese and Malay, according to with background behind ethnicity majority people who live in the Kampung Lama area. Apart from being functional as means transaction economy, Your Market also plays a role as a preservation medium culture local and strengthening sector tourist based society (Muda and Hutasuhut, 2023). Although own great potential, MSME actors in your market are still face various challenge in guard sustainability his business. The development of modern markets, increasing competition effort, change preference consumers, as well as demands improvement quality products and services demand perpetrator business For own ability more managerial adaptive. In in practice, some big MSME actors still focus on activities operational daily so that aspect management organization often not yet become attention main.

Condition This can hinder ability business For develop and adapt to change environment business. One of internal factors that play a role important in support sustainability business is culture organization. According to Mangkunegara (2010), culture organization is a set assumptions, systems beliefs, values, and norms that are developed in organization as well as made into guidelines behavior for its members in reach objective organization. Robbins and Coulter (2012) stated that culture organization is values together, principles, traditions, and ways do something that influences behavior member organization. Implementation culture positive organization can form behavior productive work, increasing quality service, strengthening Work the same, and grow commitment in reach objective business. For MSMEs, culture organizations also function as identity business that can increase trust customers and strengthen Power competition in the middle market dynamics that continue developing. Culture strong work capable create environment conducive work, improving satisfaction work, strengthen loyalty source Power humans, as well as push creation sustainable innovation. Lestari and Utami (2024) show that culture positive organization contribute to improvement performance organization and sustainability business through formation behavior productive work and high commitment to objective organization. Strong culture is key success A organization (Sukapti, S., Afandi, MF, & Akbar, A. R, 2023). Strong culture has 3 characteristics, namely: Clarity values and beliefs (*Clarity of Ordering*), Distribution values and beliefs (*Extent Of Ordering*), Robustness core values and beliefs (*Core Values Being Intensely Held*).

In addition, strengthening culture organizations in MSMEs located in traditional market environments need notice values wisdom local that has developing in society. Values such as mutual cooperation, honesty, mutual trust and ethics trade is social capital that can made into foundation in build culture sustainable business. Integration of values local the No only strengthen connection between perpetrator effort, but also create proximity emotional with customers and society around. Sutrisno, Mustafa, and Permana (2025) emphasized that utilization mark culture local in management business capable strengthen identity business and improve loyalty customers, ultimately support sustainability business in term long. Observation results beginning and discussion with MSME actors in your market show that understanding about culture organization Still relatively limited. Most of perpetrator business Not yet own adequate understanding about importance values organization, culture work, as well as strengthening strategies culture business as part from effort guard sustainability business. Conditions the show existence need will activity education and assistance that can increase awareness as well as capacity MSME actors in build culture strong and adaptive organization.

Based on condition said, the activities devotion to public This implemented in form socialization strengthening culture organization for MSME actors at Kamu Market, Denai Lama Village. Activities This aim For increase understanding perpetrator business about importance culture organization as foundation sustainability effort, encourage implementation values positive work, as well as strengthen integration wisdom local in management business. Through activity This expected capable MSME actors build culture more work professional, collaborative, and development - oriented business term long so that can increase Power competitiveness and sustainability business in the middle change environment growing business dynamic.

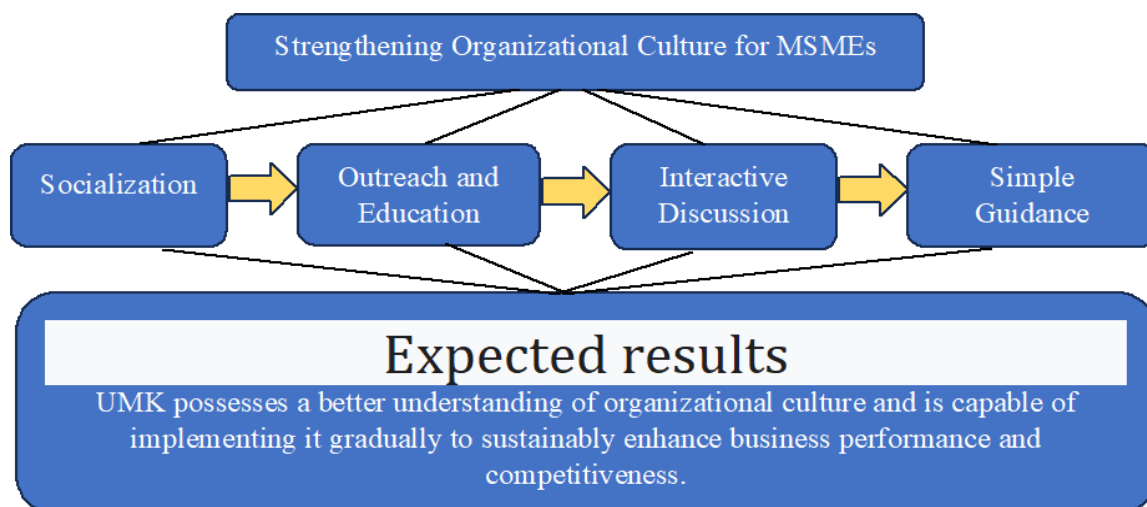
### IMPLEMENTATION METHOD

Activity devotion to public This use method participatory that places MSME actors as subject main in the learning and strengthening process capacity business. The method used includes:

#### 1. Socialization

Community service team give presentation material about draft culture organization, benefits culture organization for MSMEs, as well as role culture organization in support sustainability business. The material presented in a way simple and customizable with characteristics participant.

2. Counseling and Education  
Participant given understanding about values culture relevant organizations with MSME activities, such as discipline, responsibility, integrity, work same, innovation, and orientation service to customer.
3. Discussion Interactive  
Activity discussion done For dig experience participant in operate business as well as identify problems faced related management business. Discussion also becomes means share practice Good between MSME actors
4. Mentoring Simple  
Community service team give directions and recommendations about steps implementation culture organizations that can done in a way gradually in accordance with conditions of each business.



**Figure 1. Implementation Method Scheme**

**Table 1**  
**Indicator Success Activity**

Indicator success activity measured through:

| Indicator                                      | Measuring instrument                 | Target                                                   |
|------------------------------------------------|--------------------------------------|----------------------------------------------------------|
| Presence participant                           | list of attendees                    | ≥ 80% invitations present                                |
| Understanding participant to material          | Q &A and discussion                  | ≥ 75% of participants understand material                |
| Participation participant                      | Activity in discussion               | ≥ 70% of participants active                             |
| Commitment implementation culture organization | Statements and plans action carry on | ≥ 70% of participants willing apply culture organization |

## IMPLEMENTATION METHOD

Implementation activity devotion to public done through three stages main, namely stage preparation, stage implementation, and stages evaluation. Third stages the designed in a way systematic For ensure that the process of knowledge transfer and strengthening capacity MSME actors can ongoing in a way effective as well as produce sustainable impact.

1. Stage Preparation  
Stage preparation is step the beginning of what was done For get description comprehensive about condition partners target. Activities started with observation field at Kamu Market, Denai Lama Village which aims to For identify characteristics MSME actors, conditions business being run, pattern management business, as well as various challenges faced in guard sustainability effort. In addition to observation, the team devotion also does informal interviews and discussions beginning with a number of MSME actors and Your Market Manager to obtain more information deep about needs and problems faced. Identification results field show

that part big MSME actors still activity - oriented operational daily and not yet understand importance culture organization as factor supporters success business term length. Based on findings said, the team devotion compile material customized socialization with need participant as well as characteristics business being run.

At the stage This the team also did coordination with the managers of Kamu Market and related Denai Lama Village officials time, location, and technical implementation activities. In addition, the team prepare material presentation, learning media, instruments evaluation sheet bait come back participants, as well as device supporters others to support smoothness implementation activity.

2. Stage Implementation

Stage implementation is the core of activity devotion carried out through approach participatory and educational. Activities started with session opening containing delivery goals, benefits, and importance involvement active participant during activity ongoing. Stage This aim For build motivation and awareness participant about importance strengthening culture organization in support sustainability business. Next, the team devotion convey material socialization about draft culture organization, characteristics culture strong organization, benefits culture organization for MSMEs, as well as relation with improvement Power competitiveness and sustainability business. The material presented with simple and communicative language to make it easy understood by participants who come from from various background behind education and experience business.

Activity Then to be continued with counseling about values culture relevant organizations for MSMEs, such as discipline work, responsibility responsibility, integrity, commitment to quality product, orientation service to customers, work the same, and ability adapt to change environment business. In session This participant given various example implementation culture organizations that can done in a way simple However own impact significant to development business.

For increase participation participants, activities to be continued with discussion interactive and sessions ask answer. In the session This participant given chance For share experience, convey obstacles faced in operate business, as well as discuss various alternative solutions that can applied. Discussion ongoing in a way active and showing height enthusiasm participant in understand the material provided. In addition, the team devotion give mentoring simple through identification values culture that has implemented in the efforts of each participant as well as give recommendation about aspects that are still need strengthened. Mentoring done in a way dialogic so that participant can understand steps practical that can implemented in accordance with conditions and capacity each individual's efforts.

3. Stage Evaluation

Stage evaluation done For measure level success activity at a time know response participant to materials and methods used. Evaluation implemented through observation during activity ongoing discussion reflective at the end activities, as well as filling sheet bait feedback from participants. Observation done For see level participation, involvement, and enthusiasm participant during follow activities. Meanwhile that, discussion reflective used For dig understanding participant to material that has been delivered as well as get input about benefit activity for development business they. Evaluation results show that participant capable understand draft base culture organization as well as importance implementation values positive in activity effort. Although however, still found a number of potential obstacles hinder implementation culture organizations, such as limitations knowledge managerial, pattern work that has been formed in long time, and limitations source the power possessed by MSME actors. However thus, in a way general participant show high commitment For start apply values culture organization in management his business. Condition the show that activity devotion capable increase awareness and motivation participant For do repair in a way gradually in frame realize more effort professional and sustainable.

## RESULTS AND TARGET ACHIEVEMENT

Implementation activity socialization strengthening culture organization for MSME actors at Kamu Market, Denai Lama Village, are taking place with good and get positive response from all over participants. Activities carried out in a way participatory capable create atmosphere conducive learning so that participant can follow all over series activity with enthusiastic and active.

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One of achievements main activity This is increasing understanding participant about draft culture organization as well as its relevance to sustainability business. Before activity implemented, partly big MSME actors view success business only determined by capital factors, location effort, and level sales. After follow activity socialization, participants get outlook new that success business is also influenced by internal factors , especially values culture that is applied in management business daily .



Figure 2. Socialization Strengthening UMK Organizational Culture

Improvement understanding the seen from ability participant in explain return various mark culture organizations that have studied, such as discipline, responsibility responsibility, integrity, work same, service customers, as well as commitment to quality products. Participants also started understand that culture organization No only applied to companies big, but also can applied to business micro and small as runway in build more effort professional.

In addition to the increase aspect knowledge, activities this also works increase awareness participant about importance build identity strong effort through implementation values culture positive work. In session discussion, some participant disclose that they start realize importance guard consistency quality product, improve quality service, building good relationship with customers, as well as strengthen Work The same with fellow perpetrator business in your market environment.



Figure 3. Discussion Session Participant

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Activity this also works push participant For identify values wisdom local that can integrated to in culture business they. Values such as mutual cooperation, honesty, mutual respect, and enthusiasm togetherness that lasts This become part from life the people of Denai Lama Village are seen as a very potential social capital For support sustainability business. Integration of values local the expected capable strengthen character business at a time become superiority competitiveness that differentiates your market's MSMEs from business similar other. From the aspect participation, activities This show level high involvement. This seen from presence appropriate participants with the target that has been set, activity in follow session discussion, as well as many questions and responses submitted during activity ongoing. The height participation participant show that the material provided in accordance with needs and problems faced by MSME actors.



**Figure 4. Participation participant**

Based on results evaluation and feedback come back participants, some big participant state that the material provided easy understood, relevant with condition business they, as well as give benefit practical that can implemented in management business everyday. Participants also expect existence activity mentoring continuation that discusses aspect management business others, such as digital marketing, management finance, innovation products and development source Power man.



**Figure 5. Community Service Team**

In a way overall, achievement target activity can assessed succeed Because objective main activities, namely increase understanding and awareness MSME actors regarding importance culture organization in support sustainability business, has achieved with good. Activities This No only give addition knowledge, but also encouragement change pattern think participant For start build culture more work disciplined, professional, collaborative, and adaptive to change environment business. With increasing understanding and commitment participant to implementation culture organization, it is hoped that MSMEs in your market are able to increase Power competitive, strengthening resilience business, as well as guard sustainability his business in term long.

## CONCLUSION

Activity devotion to public through socialization strengthening culture organization for MSME actors at Kamu Market, Denai Lama Village, Pantai Labu District, Deli Serdang Regency have implemented with good. Activities This capable increase understanding and awareness participant about importance culture organization in support sustainability business. Through socialization, counseling, discussion, and mentoring, participants get knowledge about values culture organizations that can implemented in activity business, such as discipline, responsibility answer, work equality, integrity, and orientation service. Improvement understanding the expected can push creation practice management more effort professional, adaptive, and sustainable. In the future, it is necessary activity more assistance intensive so that the implementation culture organizations at UMK can done in a way consistent and provide greater impact significant to improvement performance and sustainability business.

## SUGGESTION

MSME actors need to apply values culture organization in a way consistent in activity business everyday to create management more effort professional. In addition, it is necessary mentoring advanced from college high, market managers, and government area For strengthen ability MSME actors in field management, marketing, and innovation business so that sustainability business can Keep going awake.

## THANK-YOU NOTE

Community service team to public convey accept love to all over the party that has support implementation activity this. Greeting accept love delivered to The Denai Lama Village Government, the Kamu Market managers, the MSME actors who have participate active in activities, as well as leadership and academic community Faculty of Economics and Business which has give support morale and administrative. Hopefully results activity This can give benefit for development of MSMEs in the Kamu Market, Denai Lama Village and become step beginning in build culture strong organization to realize empowered business competitive and sustainable.

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