

Characteristics Of Organizational Culture, Adaptation Ability, And Performance Of Micro, Small And Medium Enterprises

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ABSTRAK

Penelitian ini menginvestigasi peranan antara budaya organisasi, daya adaptasi, dan performa usaha mikro, kecil, dan menengah (UMKM) dalam menghadapi dinamika pasar dan perkembangan teknologi. Usaha Mikro, Kecil, dan Menengah (UMKM) memiliki peran yang sangat penting dalam perekonomian, namun seringkali mengalami tantangan dalam proses penyesuaian karena kurangnya dukungan dari budaya organisasi yang tepat. Penelitian ini bertujuan untuk mengeksplorasi sifat-sifat budaya organisasi serta kemampuan penyesuaian dalam meningkatkan performa Usaha Mikro, Kecil, dan Menengah (UMKM). Hasil penelitian menunjukkan bahwa budaya organisasi yang mendukung adaptasi dan inovasi secara signifikan dapat meningkatkan kinerja usaha mikro, kecil, dan menengah (UMKM). Kemampuan untuk beradaptasi membantu UMKM dalam merespons perubahan serta memperkuat budaya organisasi yang sensitif terhadap kebutuhan. Hasil penelitian ini mengindikasikan bahwa sektor Usaha Mikro, Kecil, dan Menengah (UMKM) perlu menerapkan budaya organisasi yang adaptif untuk meningkatkan daya saing dan memastikan kelangsungan hidup di pasar yang senantiasa berubah.

Kata Kunci: Budaya Organisasi, Kemampuan Adaptasi, Kinerja UMKM

ABSTRACT

This study investigates the role of organizational culture, adaptability, and performance of micro, small, and medium enterprises (MSMEs) in facing market dynamics and technological developments. Micro, Small, and Medium Enterprises (MSMEs) have a very important role in the economy, but often experience challenges in the adaptation process due to the lack of support from the right organizational culture. This study aims to explore the characteristics of organizational culture and adaptability in improving the performance of Micro, Small, and Medium Enterprises (MSMEs). The results of the study show that an organizational culture that supports adaptation and innovation can significantly improve the performance of micro, small and medium enterprises (MSMEs). The ability to adapt helps MSMEs respond to change and strengthens an organizational culture that is sensitive to needs. The results of this study indicate that the Micro, Small, and Medium Enterprises (MSMEs) sector needs to implement an adaptive organizational culture to increase competitiveness and ensure survival in an ever-changing market.

Keywords: Organizational Culture, Adaptability, UMKM Performance



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INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play an important role in the world economy, especially in developing countries. Micro, Small, and Medium Enterprises (MSMEs) play a significant role as retailers in providing employment opportunities, reducing poverty levels, and stimulating innovation and economic development (Dasaraju and Tambunan 2023; Husriadi and Ode Muhammad Sardin 2024). In order to survive and grow, MSMEs must create a strong organizational culture and have good adaptability to changes in the business environment (Aggarwal and Joshi 2024; Husriadi 2023; Martinez et al. 2015; Rajagopal 2021).

A positive organizational culture can increase employee productivity as well as company success, while the level (Akerele 2023; Bakotić 2016; Bhavikatti and Hiremath 2021; Cunningham et al. 2023; Harvie 2019; Husriadi, M.; Musawir, LOA; Darwin, LOA and Muslimin 2024; Kanungo and Jain 2011; Kim and Jung 2022; L.Pathirana 2019; Mafrudoh 2023). Despite being recognized as economic drivers, micro, small, and medium enterprises (MSMEs) often face challenges, such as unsupportive organizational culture and less resilient adaptability, which can hinder maximum performance (Baral et al. 2023; Dambiski Gomes de Carvalho et al. 2021; Gupta and Kumar Singh 2023; Harvie 2019; Syarifah and Nabhan 2022).

Several previous studies have indicated that a solid organizational culture can shape employee behavior and impact organizational performance. Conversely, the resilience of MSMEs in adapting, including resilience to market and technological changes, is an important factor for operational success and growth (Atatsi, Stoffers, and Kil 2019; Endris 2022; Husriadi, Bahar, and Windayani 2024).

However, previous studies often do not consider the characteristics and problems faced by micro, small, and medium enterprises (MSMEs) (Husriadi and Nurjanah 2024; Thouseef Ahamed and Amrutha Raju 2023). This study aims to explore the relationship between corporate culture, adaptation processes, and the performance of micro, small, and medium enterprises (MSMEs) in the context of a changing business environment.

The core of the discussion is about the positive impact of organizational culture in supporting the adjustment of micro, small and medium enterprises (MSMEs) and company performance. The research approach focuses on observing the characteristics of organizational culture and the level of adaptability of MSMEs in responding to changes in the market and technology. In addition, an analysis was also conducted on the impact of MSME adaptation on company performance.

This study also offers a significant new contribution by combining organizational culture, adaptive capacity, and MSME performance in one comprehensive analytical framework, which is an area that has been rarely studied in previous literature. By integrating these various aspects, this study not only provides deeper insights into MSMEs but also presents a comprehensive model for understanding the elements that determine the success of MSMEs. The findings of this study are expected to provide significant contributions to the development of management theory for MSMEs and organizations more broadly.

By exploring the relationship between organizational culture, adaptability, and MSME performance, this study provides the empirical foundation needed to deepen the understanding of the internal dynamics that exist in MSMEs.

METHOD

This study applies a qualitative approach to investigate the relationship between organizational culture, adaptation processes, and the performance of micro, small, and medium enterprises (MSMEs). This research applies a case study approach to micro,

small and medium enterprises (MSMEs) from various industrial sectors. The research stages begin with the selection of MSMEs that have appropriate characteristics. Information is obtained through interview methods, observation, and document analysis to gain a deeper understanding of organizational culture, adaptation processes, and performance of micro, small, and medium enterprises (MSMEs). The data obtained are analyzed using thematic analysis methods to identify important patterns and relationships between the elements studied. The results of this study are expected to provide a deeper understanding of the role of organizational culture and adaptability in MSME performance, as well as the elements that impact these dynamics. This study will provide support for the development of theory and practical suggestions for micro, small, and medium enterprises (MSMEs). This research approach is crucial to explore how organizational culture and adaptability affect MSME performance. This aims to provide a meaningful contribution to the development of MSMEs in the future .

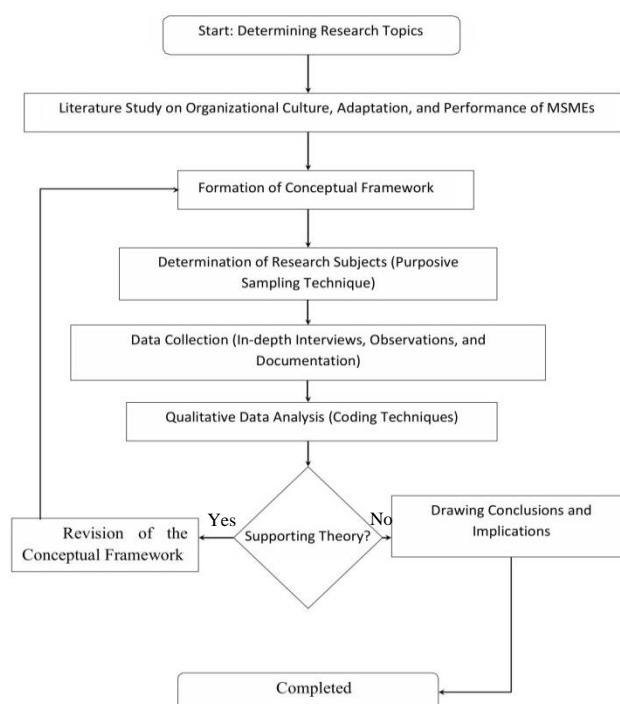


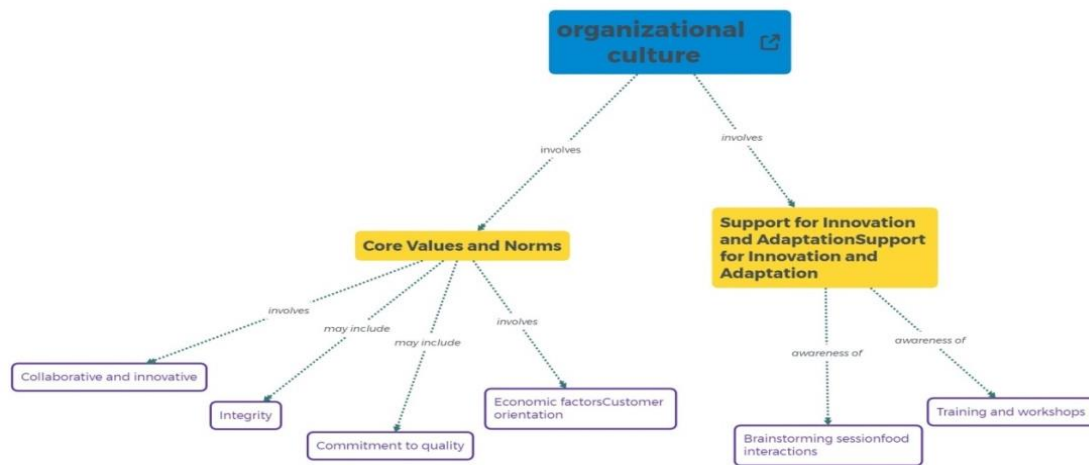
Figure 3.1 Research Methods

RESULT and DISCUSSION

Every organization must have certain patterns or attitudes that help them achieve their desired goals. These habits generally differentiate one organization from another. Organizational culture is one of the crucial elements that determine whether an individual will remain in an organization or not. The development of an organization is largely influenced by the culture that underlies it. Identical culture is often understood as the characteristics or traditions that are adopted and implemented by a particular community group. However, in fact, culture is not only related to ethnicity, but also exists in an organization. This term is known as organizational culture.

A. Organizational culture

Figure 4.1 The Role of Organizational Culture

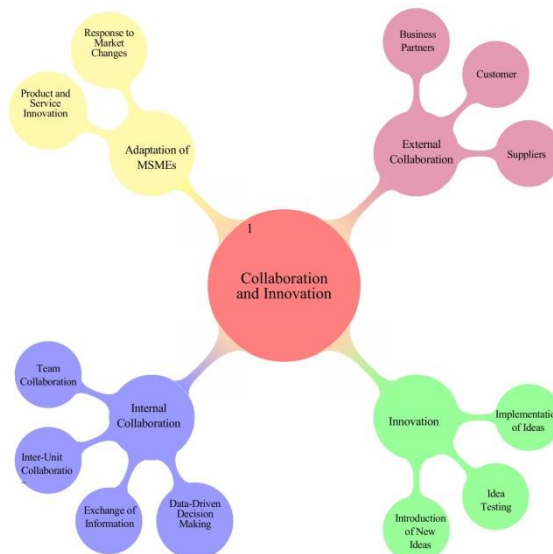


Source: processed, 2024

1.1 Collaborative and innovative

The findings of this study indicate that collaboration and innovation play a crucial role in improving the performance of micro, small, and medium enterprises (MSMEs). Collaboration within the organization, such as synergy between teams and units, can accelerate the flow of information and support data-based decision-making. This encourages creativity by accelerating the process of introducing, evaluating, and implementing new ideas. The findings of this study also indicate that Micro, Small, and Medium Enterprises (MSMEs) that implement a collaborative work culture are quicker to adapt to market changes and respond through appropriate innovation. Collaboration with external parties, such as suppliers, consumers, and business partners, plays a crucial role in the innovation of competitive products and services.

Figure 4.1 Collaborative and Innovative Networks



Source: processed, 2024

This is in line with the findings (Anderson, Müllern, and Danilovic 2023; Ho, Kumar, and Shiwakoti 2020; Omol 2023; Vivona, Demircioglu, and Audretsch 2023) which show that companies with high levels of internal collaboration can respond to market changes faster than companies that develop individually. Furthermore, this study shows that collaboration within an organization not only accelerates decision-making but also improves the organization's ability to adapt to external challenges. Effective collaboration within organizations enables MSMEs to combine different perspectives and expertise, thereby creating more innovative solutions.

Overall, the results of this study indicate that collaboration within and outside the organization plays an important role in supporting innovation in micro, small, and medium enterprises (MSMEs). By maximizing collaboration, MSMEs can increase flexibility, efficiency, and competitiveness in an increasingly tense global market. This research has a significant impact on the development of collaborative and innovative approaches in the context of micro, small and medium enterprises (MSMEs), which is a major concern in efforts to improve long-term performance.

1.2 Integrity

The results of this study indicate that integrity plays an important role in improving the performance of MSMEs. Adapting ethical behavior, openness and honesty in business management provides a solid foundation for creating trust both internally and externally. MSMEs that prioritize integrity tend to build strong relationships with customers and business partners, build loyalty, and reduce conflict. A culture of integrity in MSMEs creates a conducive and productive work environment so that employees feel appreciated and motivated to give their best performance.

This is in line with the findings of research conducted by (Endris 2022; Martínez-Peláez et al. 2023) , which indicates that micro, small, and medium enterprises (MSMEs) that have a solid reputation for integrity have a better capacity to retain customers and attract new business partners. The image created through honesty also has a positive influence on the ability of businesses to compete in an increasingly tight market. In this context, Micro, Small, and Medium Enterprises (MSMEs) that carry out their operations with high integrity tend to have stronger resilience when facing external challenges, such as market uncertainty or regulatory changes. Sure, I can help with that. Please provide the text you want to paraphrase, and I will change the words according to your request.

1.3 Commitment to quality

This study reveals that emphasis on quality is an important factor in improving the performance of Micro, Small and Medium Enterprises (MSMEs). Dedication to high operational standards and consistency in service can increase customer satisfaction levels and loyalty in the market. Micro, small and medium enterprises (MSMEs) that focus on quality have a better ability to compete, even amidst tight competition. Commitment to quality also drives innovation, where MSMEs continue to update methods and technologies to meet consumer expectations. This quality culture involves all aspects of the MSME business value chain, from procurement to distribution, with the aim of increasing efficiency and reducing costs.

Research by (Allen and Vardaman 2021) , supports these findings, showing that companies committed to quality typically have better customer retention rates and stronger competitive advantages, especially in highly competitive markets. By implementing high quality standards at every step of the process, SMEs can improve operational efficiency and minimize the possibility of errors or defects in products. This study revealed that emphasizing quality can help SMEs reduce expenses, increase profit margins, and minimize waste.

1.4 Customer orientation

This study shows that attention to key customers is the key to success for MSMEs. A customer-focused approach enables companies to understand and meet consumer expectations, increase customer loyalty, and create additional value for the business. MSMEs that prioritize customer satisfaction are more responsive to market changes and have the ability to compete. These findings also indicate that customer focus not only has short-term impact, but is also crucial for long-term sustainability as it can strengthen customer relationships. This approach can support MSMEs in identifying new market opportunities, reducing the risks faced, and improving business skills through direct feedback from customers.

This is in line with the findings of research conducted by (Bilro, Loureiro, and Souto 2023; Hult et al. 2022; Ledro, Nosella, and Vinelli 2022) , which shows that companies that consistently make customers the main focus of their operations tend to have better customer retention rates and can create lasting trust. By establishing strong and sustainable partnerships with customers, MSMEs can be more effective in dealing with risks that may arise due to uncertainty in the market. Loyal customers not only regularly purchase products or services, but also often provide useful feedback, which can be used as a basis for strategic decision making.

B. Adaptability

1.1 Adoption of e-commerce technology

The results of this study indicate that the use of e-commerce technology has a significant influence on market development and improving the performance of Micro, Small and Medium Enterprises (MSMEs). The implementation of this technology provides opportunities for MSMEs to reach more consumers, transcend geographical boundaries, and run operations with a higher level of efficiency.

The results of this study indicate that micro, small, and medium enterprises (MSMEs) that utilize e-commerce effectively tend to have a higher opportunity to increase sales, expand product range, and strengthen brand recognition. In addition, the adoption of e-commerce provides opportunities for MSMEs to collect more comprehensive customer data, so they can analyze consumer behavior in more detail and make more informed business decisions.

This finding is supported by research conducted by (Gao et al. 2023; Mishrif and Khan 2023; Wirdiyanti et al. 2023) , which found that micro, small, and medium enterprises that implemented e-commerce experienced sales growth of 40% within two years, thanks to their ability to reach a wider and more diverse range of consumers. By utilizing this technology to its full potential, MSMEs can become stronger, more flexible, and more creative business entities in the face of ever-changing market changes.

1.2 Effects of Organizational Culture

The results of the study indicate that assistance in the adjustment process is crucial for MSMEs to maintain their performance amidst rapid market changes. The availability of MSMEs to adapt to market conditions is greatly influenced by assistance from the organization in the adaptation process. MSMEs that are responsive to change tend to have better competitive advantages and are less likely to fail. Support for the adaptation process can be done by training employees, providing the right technology, and implementing adaptable business strategies.

Flexible management and an organizational culture that accepts change greatly influence the success of adaptation of Micro, Small, and Medium Enterprises (MSMEs). Support from within the organization affects the ability of MSMEs to adapt to market situations. The results of this study are in line with research conducted by (Cunningham et al. 2023; de Mattos et al. 2024; Mishrif and Khan 2023) , which revealed that MSMEs that are active in recognizing and responding to external changes, such as technological

advances and regulatory shifts, tend to have higher competitive advantages and lower risks of failure. This study found various approaches that can be utilized by MSMEs to effectively support the adaptation process. In general, the results of this study indicate that supporting the adaptation process through continuous training, use of technology, adjustments in business strategies, and support from management are important factors in maintaining the competitiveness and sustainability of MSMEs amid market dynamics. With appropriate assistance, micro, small, and medium enterprises (MSMEs) can overcome increasingly complex market problems and maintain maximum performance in the future.

CONCLUSION

This study emphasizes the significance of corporate culture, adaptability, and support for flexibility and learning processes in efforts to improve the performance of micro, small, and medium enterprises (MSMEs). A corporate culture that encourages adaptation and the creation of new ideas is a solid foundation in facing market changes. Adaptability is not just about survival, but also about strengthening the values in an organization's culture. Feasibility and continuous learning play a key role in building an innovative atmosphere. MSMEs must incorporate these three elements in their business plans to strengthen their competitiveness. Micro, Small, and Medium Enterprises (MSMEs) are encouraged to build an organizational culture that encourages adaptation and innovation, and to create a flexible and learning-oriented work environment. It is important to invest in digital technology and e-commerce. It is recommended to conduct more in-depth research to investigate the relationship between organizational culture and MSME performance in various industrial contexts. Policies that support learning processes and operational agility should be considered to strengthen the development of MSMEs both at the national and international levels.

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