

# The Influence of Operational Constraints of Culinary Tourism Centers on The Sustainability of UMKM and Socio-Economic Impacts

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## ABSTRACT

This study aims to analyze how operational constraints in the Culinary Tourism Center (SWK) affect the sustainability of micro, small, and medium enterprises (MSMEs), and their impact on the socio-economic aspects of the surrounding community. Through an organizational behavior approach, this study examines the influence of leadership, work culture, and conflict management in managing SWK. The results of the study indicate that limited infrastructure, lack of human resource training, and ineffective operational management have led to a decrease in the competitiveness of MSMEs and have a negative impact on the local economic cycle. This study recommends improving leadership strategies, organizational communication, and managerial training as steps to overcome these constraints and support the desires of MSMEs in the SWK environment.

**Keywords:** Operational Constraints, Culinary Tourism Centers, MSMEs, Socio-Economic.

## I. Introduction

Micro, Small, and Medium Enterprises (MSMEs) are the backbone of the national economy that plays an important role in creating jobs, increasing community income, and encouraging local economic growth. In order to strengthen this sector, the Surabaya city government initiated the development of a Culinary Tourism Center (SWK) as a centralized place for MSME players, especially relocated street vendors (PKL). SWK is expected to become a culinary tourism destination as well as a place to empower the creative economy of the community. However, in reality, most SWKs in Surabaya face various operational constraints that hamper their function. Problems such as less strategic locations, lack of supporting facilities, poor management, and lack of training and human resource development have a significant impact on the sustainability of MSMEs in them. This condition not only threatens the business continuity of MSME actors, but also has implications for the local economy and the welfare of the surrounding community. This research focuses on analyzing the influence of SWK operational constraints on the sustainability of MSMEs, with an organizational behavior theory approach. Aspects such as leadership, work culture, conflict management, and organizational communication strategies are the main concerns. In addition, this research aims to formulate relevant recommendations to improve the effectiveness of SWK management and strengthen the role of MSMEs as drivers of the local economy.

## II. Research Method

This research uses a qualitative method. Literature research is research conducted by examining some literature relevant to the problem under study, such as papers, books, and other writings. Data collection in this research is usually done without having to go to the field, but through predetermined procedures. The data collection method used in this research is the documentation strategy. The data collection process includes notes, transcripts, books, newspapers, magazines, research results and other sources known as documentation techniques. This documentation technique involves collecting data from available documents or archives. After the data is collected, the evaluation is carried out with descriptive methods, namely by describing topics relevant to organizational culture aimed at increasing entrepreneurial income in the culinary tourism center (SWK).

## III. Result and Discussion

This research shows that various operational constraints in the Culinary Tourism Center (SWK) have a significant impact on the sustainability of MSMEs. Based on the results of observations and interviews with MSME actors, it was found that factors such as unstrategic location, inadequate physical facilities, and weak management systems led to a decrease in the number of visitors and reduced trader income. This reinforces the findings of Adetyan et al. (2019) who highlighted the importance of proper management system planning in building a competitive advantage for SMEs, especially in the Surabaya area. The main problem faced by SMEs in SWK is also closely related to the quality of human resources. Many business owners have not received sufficient training in business management, financial recording, and customer service. As explained by Hidayah et al. (2023), training and human resource development are important elements in improving the performance of business actors, especially in a competitive and dynamic business environment such as the culinary sector.

In addition to technical aspects, organizational behavior challenges are also an important concern in this context. The absence of a clear organizational structure within SWK has led to weak coordination and collaboration between traders. The absence of a leader who acts as a director and liaison between business actors worsens internal conditions. Wahjono (2022) mentioned that effective leadership and healthy organizational behavior are decisive in maintaining morale, communication, and conflict management within the work group. When leaders do not function optimally, the organizational culture is not formed, and common goals are difficult to achieve. In this context, organizational culture and structure greatly influence collective performance. The study from Ningrum et al. (2021) proves that a supportive work environment and a strong organizational culture can drive improved performance. In SWK, MSME actors do not have shared values or norms that can encourage togetherness in building the SWK brand. Each actor tends to focus on the sustainability of their own business without synergy with other actors.

The lack of promotion and communication strategies also exacerbates the problems in SWK. Branding of the SWK area which should be a leading culinary destination has not been taken seriously. According to Wahjono & Marina (2022), effective communication within the organization not only facilitates internal coordination, but is also the key to success in building external relationships, including with consumers. Without a strong communication strategy, efforts to increase visitors and sales are difficult to achieve. In terms of socio-economic impacts, the decline in SWK performance has caused many businesses to experience a decline in income and some have even closed their businesses. This has an impact on informal employment and slows down the local economic turnover. As explained by Pakkanna et al. (2020), MSMEs have an important role in community economic empowerment, especially in urban areas. Thus, the failure of SWK management also reflects the loss of potential for economic empowerment of the lower middle class. Thus, based on the results of the analysis, the solutions offered should include: (1) strengthening leadership roles at the SWK level, (2) establishing a clear and participatory organizational structure, (3) regular training for MSME actors in management and marketing, and (4) developing an integrated communication and

branding strategy. As emphasized by Wahjono (2022) in the book *Organizational Behaviour*, behavioural change in organizations cannot be done instantly, but requires a systematic and structured approach, with the active involvement of all parties.

#### IV. Conclusion

The study concludes that the sustainability of MSME businesses at the Culinary Tourism Center (SWK) is significantly hampered by various operational constraints, including unstrategic location, inadequate infrastructure, weak human resource training, and ineffective operational management, all of which reduce competitiveness, visitor numbers, and local revenue, ultimately weakening the regional economy. Furthermore, the absence of effective leadership and a cohesive organizational culture limits collaboration and the achievement of shared objectives. To address these challenges, the study recommends strengthening leadership at the SWK level, establishing a participatory organizational structure, providing regular management and marketing training for MSME actors, and implementing integrated communication and branding strategies. These measures are expected to enhance MSME sustainability, revitalize the local economy, and generate positive socio-economic impacts for the surrounding community.

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