

## **TRAINING OF HEALTHY ORGANIZATIONAL CULTURE AND EFFECTIVE COMMUNICATION FOR SMALL AND MEDIUM ENTERPRISES PLAYERS IN BOJONGGEDE DISTRICT, BOGOR REGENCY**

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### **ABSTRACT**

The COVID-19 pandemic is one of the reasons for the increase in micro, small and medium enterprises (UMKM), due to the large number of companies that have terminated employment (PHK) for their employees, eventually these employees switch professions as traders, entrepreneurs, etc. Small and medium enterprises actors really need guidance both in terms of financial assistance from the local government and also various training activities that can increase the knowledge and skills they really need for business development. The participation of the world of education is one that is highly expected. Academics can contribute and contribute through various theories and applications. Because the government has limitations, especially related to human resources. The purpose of implementing community service (PKM), This training program of organization culture and effective communication is first, to increase the knowledge of UMKM actors about healthy organizational culture and effective communication. Second, to increase understanding of the importance of a healthy organizational culture and effective communication for the businesses of small and medium enterprises actors. There has been an increasing in a cognitive and a knowledge from the participants of the training program carried out by 25% for organization culture and 30% for effective communication. From the entire training program conducted, partners (participants) gave positive responses. to increase understanding of the importance of a healthy organizational culture and effective communication for the businesses of small and medium enterprises actors. There has been an increasing in a cognitive and a knowledge from the participants of the training program carried out by 25% for organization culture and 30% for effective communication. From the entire training program conducted, partners (participants) gave positive responses.

**Keywords:** covid-19, organization culture, effective communication, pandemic.

### **1. INTRODUCTION**

One of the sources of economic growth is the growth and development of Small and Medium Enterprises which are getting better in quantitative and qualitative growth. Small and Medium Enterprises are one of the driving forces of the economy in Indonesia. Small and medium enterprises are also the “backbone” of the Indonesian economy. Based on data from the Ministry of Cooperatives and Small and Medium Enterprises, it reached 64.2 million with a contribution to GDP of 61.07 percent (Rp 8.573.89 trillion). In Bogor district, there are 700,727 Small and Medium Enterprises actors with various types of businesses ranging from culinary, accessories, household appliances to service businesses.

Bojonggede Subdistrict which has an area of 2,824.69 hectares consisting of 9 villages, namely: Cimanggis Waringin Jaya Village, Kedung Waringin, Bojonggede, Susukan, Bojongbaru, Rawa Panjang, Pabuaran and Ragajaya Village. Bojonggede District experienced rapid growth both in terms of population and economic growth. One source of economic growth is the growth and development of Small and Medium Enterprises which are getting better in quantitative and qualitative growth. Small and Medium Enterprises are believed to have economic resilience, so they can support finance and the economy.

The covid pandemic is one of the reasons for the increase in Small and Medium Enterprises, because many companies have laid off their employees, eventually the employees switch professions as traders, entrepreneurs, etc. Small and Medium Enterprises actors really need guidance both in terms of financial assistance from the local government and also various training activities that can increase the knowledge and skills they really need for business development. The participation of the world of education is one that is highly expected. Academics can contribute and contribute through various theories and applications. Because the government has limitations, especially related to its human resources. The objectives of implementing community service (PKM), training programs of organization culture and effective communication are first, to increase the knowledge of Small and Medium Enterprises actors about a healthy organizational culture and effective communication. Second, to increase the understanding of the importance of a healthy organizational culture and effective communication for the businesses of Small and Medium Enterprises actors.

## 2. METHOD OF IMPLEMENTATION

The method carried out for the training program of organization culture and effective communication in Bojonggede, Bogor consists of two parts. Each is a solution to the problems and goals that have been formulated. The first method is the socialization and education training program of the organization culture. The second is the socialization and education training program of the effective communication for Small and Medium Enterprises participants in Bojonggede, Bogor. This method of training program is carried out with the following steps :

### Planning

Planning involves partners for discussing and coordinating scheduling activities. Training program activity is carried out by offline.

Planning for the implementation of community service (PKM) training on healthy organizational culture and effective communication for Micro, Small and Medium Enterprises (UMKM) in Bojonggede District, Bogor Regency through 2 (two) discussions and coordination meetings, namely:

- a. The first discussion and coordination with Ms. Santi Yuliawati as the Coordinator of UMKM at the Bogor Regency level, Saturday, May 14, 2022, took place at her house. In addition to coordinating this initial meeting, Mrs. Santi told a lot about the UMKM under her coordination, the types of activities and most importantly the problems they faced and the possible solutions they really hoped for and one of them was the involvement of the world of education (Usahid) related to various issues training that can be carried out for these UMKM. From this meeting it motivates to provide and conduct training that is in accordance with the competencies and needed by Small and Medium Enterprises actors. Considering the effectiveness of achieving the results of the training, it was agreed that the training participants are the owners of Small and Medium Enterprises in the culinary field. The similarity of the participants' businesses and activities will greatly affect the achievement of the training objectives on a healthy organizational culture and effective communication. According to Robbert B. Maddux (2016: 31), everyone works with different motives, this is important for one person but may be less meaningful for another. From the various activities and businesses of Small and Medium Enterprises owners in Bogor Regency, it was agreed that the Small and Medium Enterprises owners would be selected have similar activities and businesses.
- b. The second discussion and coordination at the house of Mrs. Titin Astuti, SE., M.Si on Sunday, June 5, 2022 related to the technical implementation of:

#### 1) PKM Implementation Time and Place

The implementation time was set for Friday, July 29, 2022 at 13.30 to 16.00 WIB. Held at 13.30 WIB considering Friday, so as not to interfere with Friday prayer activities for male participants. The place of implementation was in the UMKM Building, 2nd floor, Jalan Raya Bojonggede, Bogor. The training begins with a presentation on a healthy work culture for an organization. Culture is a habit that has been agreed upon and carried out by all members without exception. The application of culture which is often also called a habit requires a strong commitment from the members of the organization. The owners of Small and Medium Enterprises must always and often remind their employees to practice a healthy work culture.



Figure 1. With All Participants of Training (1)



Figure2. All Participants of Training (2)

## 2) List of Invited Small and Medium Enterprises Actors

The participants who took a part in the training were 15 people. In order for the implementation of the training to be more effective, it was determined that the type of Small and Medium Enterprises business was relatively the same, namely culinary (food). To appreciate and motivate participants' attendance, they were given lunch (rice box @ 2Rp 20,000,-) and transport money @ Rp 25,000,- As the implementation of the training, we ordered the rice box to one of the participants who has a catering business.

## 3) Small and Medium Enterprises material (from 2 resource persons)

The training material on healthy organizational culture/work culture involves 2 (two) important aspects, namely: healthy organizational culture material and effective communication material. As for the speakers according to their respective competencies, the material on organizational culture was delivered by Mrs. Titin Astuti, SE, MSi who teaches Organizational Behavior and HR (Faculty of Economics and Business) courses and Mrs. Meri Safarwati Putri, S.Sos., MSi (Faculty of Sciences Communication) is a lecturer in Introduction to Communication Studies.

4) Equipment needed to be rented (Place, LCD), with a rental price of IDR 300,000

5) Consumption of training program participants.

## Implementation

The implementation of the training program was carried out on Friday, July 29, 2022, from 13:30 – 16:00 pm. The target number of participants in this activity was 15 (fifteen) people. Training program activity allow partner friends who have beverage food entrepreneurs to participate. Participants were limited to 15 people only to be more focused, especially the main targets.

## Evaluation

Evaluation was done to measure the increase in understanding after training program. Increased comprehension occurs when the post-test score is greater than the pre-test score. A post-test is a list of questions given at the end of the training program activity, and a pre-test is a list of questions given at the beginning of the training. Questions were given to training program participants in the form of closed questions. Participants' responses are also needed to evaluate training program activity. If the answer is positive, then the training program activity is considered successful.

## 3. RESULTS AND DISCUSSION

- a. The implementation of PKM training on healthy organizational culture and effective communication for Small and Medium Enterprises actors in the Bojonggede District, Bogor, was held on Friday, July 29, 2022 at the Karang Taruna Building Jl. Raya Bojonggede precisely on the 2nd floor.
- b. In accordance with the initial plan, the participants who attended were 15 Small and Medium Enterprises actors with the type of business (food). The details of the training participants are as follows:

Table 1. 15 Small and Medium Enterprises Actors with The Type of Business (Food)

<i>No.</i>	<i>Name</i>	<i>Small and Medium Enterprises Business</i>	<i>No.</i>	<i>Name</i>	<i>Small and Medium Enterprises Business</i>
1.	Elly Epriati	aunty	9.	Ms. Ami	Ami cake
2.	Diana	JJ's Kitchen	10.	Siti Aminah	Arjuna cake
3.	Sadyati	Diamond House	11.	Dian Pursari	Lapai bone chicken
4.	Sri Supartini	Sri Bude's Kitchen	12.	Lies R	Mini martabak helps
5.	Faruq Effendi	Chips	13.	Frisca	Brownies and cookies
6.	Siti Amiral	Macha geprek chicken	14.	Nur Ilhafa	Tekwan & Pempek
7.	Revelation B	Guide Mom's Kitchen	15.	Poniyem	Catering
8.	Tengku Annisa	Ainun cookies			

- 1) The event began with an opening by the Chairperson of the Bogor Regency Small and Medium Enterprises Coordinator, namely Mrs. Santi Yuliawati. She expressed her joy regarding the holding of training for Small and Medium Enterprises actors from Sahid University in this case the LPPM (Research and Community Service Institute). It was also stated that training was still needed on various aspects that were needed for the advancement of Small and Medium Enterprises and increasing the knowledge of Small and Medium Enterprises actors.
- 2) After that, introductions related to the introduction of Sahid University, LPPM and the purpose of implementing PKM.
- 3) Before the presentation of the material begins, the training participants were given a pre-test, which was a questionnaire that will be filled out before getting the PKM material. Filling in the pre-test is intended to determine and assess the participants' basic knowledge about organizational culture before receiving PKM material. The questionnaire contains 15 statements about a healthy organizational culture and effective communication. After filling out the questionnaire, it was collected again.
- 4) The presentation of the first training material by Mrs. Titin Astuti, SE., M.Si was material about organizational culture, the importance of a healthy culture and culture as well as a bad/toxic culture. The presentation was delivered through power point using a laptop and LCD, making it easier for participants to better understand the material. The presentation took about 30 minutes, interspersed with questions and answers and small humor so that the atmosphere was more relaxed. Conditioning the training atmosphere to be conducive, not tense, relaxed but serious and growing the participants' courage to ask questions is very important.

According to Robbins (2016: 152) organizational culture is a system of shared meaning held by members that distinguishes an organization from other organizations. Culture is agreed upon and adhered to consistently by every member of the organization, such as:

- a. Lion Air (Kusnan & Rusdi Kirana)
  - 1) Transparent
  - 2) Informal meeting to discuss new ideas.
- b. Google
  - 1) Casual work culture
  - 2) Information transparency

The differences between a healthy work culture and an unhealthy/ toxic work culture are as follows:

Table 2. Differences in Healthy Work Culture vs Unhealthy Work Culture			
<b>No.</b>	<b>Aspect</b>	Healthy Work Culture	Unhealthy Work Culture
<b>1.</b>	<b>Competition</b>	Healthy	not healthy
<b>2.</b>	<b>Working Climate</b>	Transparent/Conducive	Closed/Unfavorable
<b>3.</b>	<b>Employee</b>	Cooperate, obey superiors	Blaming each other / as they like
<b>4.</b>	<b>Management</b>	Open	Closed
<b>5.</b>	<b>Office atmosphere</b>	Pleasant	Gloomy

- a. The presentation of the second material on training for Small and Medium Enterprises actors was delivered by Mrs. Meri Safarwati Putri, S.Sos., M.Si about effective communication, this is very linear with her competence as a Lecturer in Fikom Sahid University. An interesting presentation accompanied by examples of good communication, further enhances and clarifies the understanding of the participants. The presentation was also accompanied by hands-on practice by the participants in communicating, especially communication with consumers, explaining how to communicate products effectively in clear and attractive language, using a

persuasive approach, handling complaints in an effective manner, good and pleasant communication, so that consumers feel valued and loyal to use/buy the products of Small and Medium Enterprises business actors.

Effective communication is communication that has the aim of changing or influencing the cognitive, affective and conative (behavioral) of the communicant (prospective consumers, consumers, potential customers and customers. If the changes that occur in the communicant are in accordance with what the communicator (Small and Medium Enterprises actors) wants (the aim) and have the same meaning then the communication is said to be effective (Arifin, 2016).

The principles of effective communication that must be understood by Small and Medium Enterprises actors are 12 (twelve) principles, namely communication is a symbolic process, every behavior has communication potential, communication has a content dimension and a relationship dimension, communication takes place in various levels of intention, communication occurs in the context of space and time, communication involves predictions of communication participants, communication is systemic, the more similar the socio-cultural background the more effective the communication, communication is non-sequential, communication is processual, dynamic, and transactional, communication is irreversible and communication is not panacea (Mulyana, 2015: 83-115).

By understanding the principles of communication in the communication process between potential customers, consumers, potential customers, and their customers with Small and Medium Enterprises actors, the communication process that takes place will be effective. When communicating, Small and Medium Enterprises actors also use communication media.

Mc Quail and colleagues suggested 4 (four) reasons why communicators (messages) use media in the communication process, namely:

- 1) Diversion, which is escaping from daily routines or activities.
- 2) Personal relationships occur when people use the media as a substitute for friends.
- 3) Personal identity, as a way of strengthening individual values.
- 4) Surveillance (surveillance), namely information about how the media helps individuals achieve something (West and Tunner, 2013: 105).

In attracting the attention of potential consumers, consumers, potential customers and customers, micro, small and medium entry processes can use communication media, conventional media and new media such as newspapers, magazines, television, radio, brochures, catalogs, leaflets, pamphlets, website, whats up, social media: twitter, instagram, face book, youtube, tik tok and various other communication media when communicating face-to-face (directly) or indirectly so that communication occurs effectively with potential consumers, consumers, potential customers and customers wherever they are today. Currently, MSME actors use a lot of new media in communicating with potential customers, consumers, potential customers and customers.

The main characteristics of new media are their interconnectedness, access, interactivity, diverse uses as an open character and their ubiquitous nature (McQuail, 2011: 43).

Communication media is used by Small and Medium Enterprises actors to persuade potential consumers, consumers, prospective customers and customers as well as to establish personal relationships, where the media is used as a substitute for friends, as a personal identity for Small and Medium Enterprises actors to strengthen their individual values, and communication media are also used by Small and Medium Enterprises actors. Small and Medium Enterprises actors to achieve their other goals, namely to increase brand awareness and increase sales of products and services.

- b. After the presentation was over, it was continued with a discussion, the participants looked happy and enthusiastic and appreciated the implementation of this kind of training and asked for it to be sustainable with different materials, such as making financial reports, digital marketing and others .
- c. The implementation of the PKM was completed according to the plan, which was around 16.00 WIB.

One of the goals of this PKM is to increase the knowledge and understanding of the training participants (Small and Medium Enterprises actors) about a healthy organizational culture and the importance of effective communication. Based on the results of the pre-test and post-test after exposure to the material, a very good improvement was obtained as follows:

- a. Based on the results of the answers from the pre-test to the post-test, it was obtained that there was an increase in knowledge and understanding of Small and Medium Enterprises actors about a healthy organizational culture by 25%.
- b. Based on the results of the answers from the pre-test and post-test, it was also known that there was an increase in the knowledge and understanding of Small and Medium Enterprises actors about effective communication from Small and Medium Enterprises actors by 30%.

#### **4. CONCLUSIONS**

Training of healthy organizational culture and effective communication conducted through socialization and education has succeeded in increasing the cognitive and knowledge of Small and Medium Enterprises participants in Bojonggede, Bogor. This is shown in the pretest and post-test values; there is an increase of 25% for healthy organizational culture and 30% for effective communication. Overall, partners positively responded to the training of healthy organizational culture and effective communication in Bojonggede, Bogor. The installation of a picture from Sahid University regarding a healthy Work Culture for every Small and Medium Enterprises owner is expected to be a motivation and socialization medium for these Small and Medium Enterprises.

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