

Management Strategy of Paloh Naga Traditional Culinary Tourism in Denai Lama Village, Pantai Labu District

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Abstract. This study found the novelty of the fact that the enthusiasm of visitors was high enough to come just to enjoy a traditional culinary breakfast. The purpose of this study is to contribute to knowledge of the strategies used in the Paloh Naga traditional market. The type of research used is descriptive with a qualitative approach with the research subject of two (two) managers. Interviews, observation, and documentation are the data collection techniques used. The results show that the planning carried out in the traditional market is running quite well, as evidenced by the achievement of the goals that have been achieved, and the manager is also planning in as much detail as possible until the development plan is finalized. In organizing, there are still overlapping tasks in the division of tasks. The movement carried out by the manager is to hold regular meetings to motivate traders. Supervision has been carried out quite well, but there are still shortcomings that cause management to not be good enough.

Key words: management strategy, tourism, traditional culinary

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INTRODUCTION

North Sumatra is one of the largest provinces in Indonesia with a population of 14.80 million people (BPS, January 2021). North Sumatra is rich in diverse tribes and cultures. Each of these tribes has its own characteristics, uniqueness, language, culture, customs, and habits that are different. Thus, North Sumatra is also rich in tourism. There are many tourist spots that can be used as vacation destinations for foreign and local tourists, both old tourist attractions and new tourist attractions. North Sumatra has one of the regencies, namely Deli Serdang Regency, which is rich in tourism potential, both natural tourism, cultural tourism, marine tourism, religious tourism, agricultural tourism (agrotourism), and culinary tourism (Ammirato et al., 2020)

Deli Serdang Regency has a large diversity of natural resources and has cultural diversity. The population of Deli Serdang Regency consists of the Malay, Karo, Simalungun, Javanese, and Minang tribes (Nur, 2019). In Deli Serdang Regency, there is a village called Denai Lama, which has very beautiful natural attractions and is surrounded by green rice fields while enjoying breakfast, namely the traditional Paloh Naga market. Denai Lama Village is one of the tourist villages in Deli Serdang Regency which has been inaugurated since 2019. The traditional market of Paloh Naga serves many Javanese culinary delights such as getuk, tiwol, corn grontol, sawut yam, lapek bugih, lontong vegetables, lontong pecal, lupis,

cenil, bandrek, and wedang ginger, compared to the typical Malays, who are the largest tribe living in Deli Serdang. This results in visitors who come to only know about traditional food from Java, while this culinary tourism area is located in the Deli Serdang district (Tyas, 2017), where the majority of the population is Malay. The development of the village as a tourist village is one of the developments that has its own purpose. The target is the local community who live in the area and participate in the village development process (Airin, 2019). The Paloh Naga traditional market provides 39 traditional culinary stands, which are run by women who live in the village of Denai Lama and are proven by their ID cards (Seyitoğlu, 2021). It aims to improve the community's economy through job vacancies and entrepreneurship (Rahman, 2019), in the village of Denai Lama. Uniquely again, visitors are required to exchange rupiah for pieces of wood called tempu. The price per tempu is Rp. 2,000 to buy these traditional foods and drinks.

This Paloh Naga traditional market is not only the only traditional culinary tour in Denai Lama village, but this Paloh Naga traditional market is able to compete with other culinary tourism in Denai Lama village even though it is still within the scope of one village. This can be seen by the enthusiasm of visitors who come every weekend, numbering 1,200–3,500 visitors. Therefore, the village always carries out management and improvement. The number of competitors in the same tourism sector makes the Paloh

Naga traditional market set a strategy for its management (Kassawnh et al., 2019). Management is the control and utilization of all resources, which, according to a plan, requires the completion of a certain work goal (Alfiah et al., 2019). Therefore, management is very necessary because the existence of the Paloh Naga traditional market can increase the attractiveness of visitors (Samtono, 2019), to the village and can improve the lives of the surrounding community (Vengesayi et al., 2009). Because good management in a tourist village will be able to have an influence on the surrounding community, not only of great benefit to foreigners (Ruiz-Real et al., 2020)

METHOD

The method used is a descriptive method with a qualitative approach. The research site is in the traditional Paloh Naga culinary tour in Denai Lama Village, Pantai Labu District, with a research time of 4 months from May to September 2021. The object of this research is the management of cultural tourism, and the subjects of this research are two managers, consisting of a chairperson and the field of tourism awareness. The steps of this research consisted of 3 steps, namely the orientation stage, the reduction stage, and the selection stage. There are three main stages in qualitative research, namely the description stage, or orientation stage, the reduction stage, and the selection stage (Sugiyono 2017:107).

Table 1. Three main stages in qualitative research.

No.	Stage	Description
1.	Orientation	The orientation stage is the initial stage used to obtain an overview of the problem in determining the research focus. In this study, the researcher conducted pre-research by conducting informal interviews with the authorities.
2.	Exploration	The information collected at this exploration stage is no longer general in nature but more directed, structured, and open. In this study, data collection was carried out by interviewing two managers, consisting of the chairman and one from the field of tourism awareness, about how the traditional culinary tourism management strategy in the village of Denai Lama works. In addition to using interview techniques, they also used data collection techniques with documentation and observation to

obtain supporting data in this study.

3.	<i>Member Check</i>	The member check stage is an activity to verify the data validity. Information checking will be carried out at any time after the interview, namely by confirming the notes from the interview results.
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The research instrument is a tool used to measure observed natural and social phenomena (Sugiyono, 2017:102). Based on this opinion, the research instrument is a tool to measure the information to be studied. The research instrument used in the study was a list of interview questions and observations in the form of aspects to be studied including planning, organizing, mobilizing and supervising in terms of managing traditional culinary tourism. Data collection techniques are carried out in the following stages:

Table 2. Data collection techniques

No	Stage	Description
1.	Documentation	One way of obtaining information to be extracted is by means of documentation. Documentation here refers to the researcher who collects secondary data such as documents in the form of writing directly, the identity of the manager who becomes the informant, photos, and conditions in the field.
2.	Interviews	Interviews are used as a data collection technique if the researcher wants to carry out a preliminary study to find the problems to be studied, and if the researcher also wants to know things from the respondents who are more in-depth and the number of respondents is small.

Interviews are used as a data collection technique if the researcher wants to carry out a preliminary study to find the problems to be studied, and if the researcher also wants to know things from the respondents who are more in-depth and the number of respondents is small (Sugiyono, 2017: 194). In line with this understanding, it can be concluded that the interview is a dialogue through questions and answers about the topic to be researched, which in this research is the topic of traditional culinary tourism management strategies. In this study, the researcher

conducted an open interview type, namely an in-depth interview in accordance with the topic of the problem which included aspects of planning, organizing, mobilizing and supervising the management of traditional culinary tourism.

Data analysis in this study was carried out in cycles during the research process. Since the beginning, researchers have started to look for data through direct visits to the research location as well as by recording the information that has been provided by the informants, as well as data obtained through interviews and collecting documents, all of which were collected for further analysis. The data analysis technique used in this research is a qualitative descriptive analysis technique using the Miles & Huberman model, where the systematic writing is as follows:

1. Data Reduction

Data reduction is the activity of selecting and focusing on the important and summarizing the main data. In data reduction, field reports are summarized, the main things are selected, focused on the important things, the theme or pattern is sought. Therefore, this data reduction can be concluded as raw materials are shortened, reduced, arranged more systematically, so that they are easy to control.

In this study, the data reduction is various things related to the traditional culinary tourism management strategy. From these data, what is appointed as data reduction is how the traditional culinary tourism management strategy is and the abstraction in this research is the culinary tourism management strategy such as taking actions to prepare for planning, organizing, mobilizing and supervising the management of traditional culinary tourism.

2. Data Visualization

After the data is reduced, the next analysis is to present the data. In presenting this data, the researcher first made interview guidelines as a measuring tool that aims to see the whole picture or the whole in this study so that it is focused on the data collection that has been obtained in the field.

In qualitative research, the presentation of data that is often used in narrative text is Miles Huberman (in Sugiyono, 2017: 137). In line with this opinion, the presentation of data is an effort to compose a collection of information to be then presented and studied further in depth so that later it will make it easier to draw conclusions and take action. In presenting this data, the proof is by proving that one of the management strategies can make progress on the tourist attraction.

3. Creating a conclusion and verifying it

Drawing conclusions from verification is an attempt to find or understand the meaning, order, patterns, explanations, and causal paths. So, the data obtained from the beginning is then presented and

tested for conclusions. The conclusion of this study is based on the data and results of interviews and observations from traditional culinary tourism managers about traditional culinary tourism management strategies, which state that traditional culinary tourism management can be carried out through structured stages through planning, organizing, mobilizing, and monitoring, which can achieve progress, tourist attractions. Research validity in qualitative research is needed so that the data can be accounted for and it is necessary to test the validity of the data. The data validity tests that can be carried out are:

a. Credibility

Credibility test (credibility test) is data presented by researchers so that the results of the research conducted are not in doubt as scientific work.

1) Extended Observation

In this case, the researcher extends the observations to increase the confidence in the collected data. Researchers returned to the field to conduct interviews and re-observe respondents so as to obtain more complete information.

2) Improving Research Accuracy

After the extension of the observation, the researcher will be more focused on what he observed during the research process in order to get more detailed information.

3) Triangulation

In triangulation, the researcher checks with various sources of informants in various ways and at various times as a source of comparison against the data obtained previously.

4) Analyze the Worst-Case Scenario

In this negative case analysis, the researcher looks for cases that are considered doubtful about the results of the study until an undetermined time, which aims to reaffirm the research conducted.

5) Using Reference Materials

The reference material used in this study is in the form of documentation related to the research topic so that readers can have more confidence in the research. As for the reference, it is in the form of documentation of the organizational structure of the village of Denai Lama, Pantai Labu sub-district.

6) Retaining Membercheck

The researcher tested different possible assumptions to check the analysis by applying it to the data and by asking questions. Therefore, from this member check, you can find out how far the data needed is in accordance with what was given by the respondent.

b. Transferability

Transferability is a measure of external validity in qualitative research (Sugiyono, 2017:376). In line with this opinion, the researcher makes a report in the form of a detailed, clear, systematic, and reliable

description. Thus, the reader becomes clearer on the results of the study.

c. Reliability (Dependability)

In this test, the researcher conducted an examination of the entire research process. The method is carried out by an independent examiner to examine all researchers' activities in conducting research.

d. Confirmability (Objectivity).

In confirmability, the researcher examines the results of the re-examination, which can be verified when the research results are in accordance with the data collected and included in the field report.

RESULT AND DISCUSSION

Paloh Naga itself comes from a folklore that is lifted from the history of the snake river, namely two 10-meter white snakes that were passing. But the people of Pantai Labu now think that the snake that passes is a supernatural creature that guards the river. Paloh Naga comes from the word Paloh, which means swamp, and Naga means snake. The traditional Paloh Naga market is managed by the Village-Owned Enterprise (Bumdes) Denai Lama named Bumdes Sastro and is chaired by Mr. Irwanto. The history of giving the name Bumdes Sastro 3-16 started in 1950. There was a man named Sastro who lived in hamlet IV. Meanwhile, the meaning of 3-16 means that 3 symbolizes Allah's writing, 1 is Alif, and 6 is the result of a combination of Allah's writing and the number 1.

The research subjects taken were 2 managers, consisting of the director of Bumdes Sastro, Mr. Irwanto, and the chairman of tourism awareness, Mr. Jefri, on the grounds that, as the leader of the board of directors, he is the leader who manages and controls all forms of Bumdes business activities both internally and externally. Meanwhile, as the head of the tourism awareness unit, because the head of the tourism awareness unit is the leader of the business unit that reports to the tourism director (Terry & George, 2009), The findings in the field regarding the management of traditional Paloh Naga culinary tourism are as follows:

Planning

Based on the results of the research of the two research subjects, both of them have similarities in planning and management of this traditional Paloh Naga culinary tour. The main goal is to improve the community's economy. In general, the first and foremost goal to be achieved by the Paloh Naga traditional market is to improve the community's economy (Khan et al., 2020). In addition to improving the traditional market economy, Paloh Naga also aims to create new jobs (Aynalem et al., 2016). These results

are in line with research conducted (Wibowo et al., 2018), which says that the characteristics of a development plan include efforts to explain plans to increase economic income and efforts to expand employment opportunities.

The second purpose of the Paloh Naga traditional market is to preserve snacks so they don't become extinct and as a presentation to introduce Paloh Naga agro-tourism, which is located in the same place (Lee, 2018). This is also in line with research conducted (Isnaini, 2019), which says the Kotagede keroncong market is a form of preservation of Kotagede traditional snacks, filled by local residents who sell traditional snacks by adding merchandise stands. The choice of types of food at the Paloh Naga traditional market is more inclined towards Javanese food than Malay specialties, namely because the majority of the tribes in Denai Lama Village are Javanese. The manager of Denai Lama village, one of the tourist villages in Deli Serdang Regency, developed this Paloh Naga traditional market as a development of agro-tourism, which is the reason why they opened the Paloh Naga traditional market.



Figure 1 Traditional Paloh Naga market (Amelia, 2020).

The existence of a tourist village currently has its own charm for the village of Denai Lama. The village of Denai Lama, which is quite rich in traditions, culture, as well as cuisine, has its own uniqueness and peculiarities so that tourists want to try and visit the Paloh Naga traditional market (Hernández-Rojas & Alcocer, 2021). In planning the determination of the land, the land used for the traditional market is the private property of the community, and the manager is only a forum for the implementation of the Paloh Naga traditional market. Then, in choosing the form of the building, the manager chooses a traditional building (Nurseto & Mulyandari, 2019), because it is in accordance with the tourism concept offered, namely traditional, and the building in the Paloh Naga traditional market is a CSR (Corporate Social Responsibility) (Feng et al., 2014).

Vehicle parking planning, where the provision of parking space is one aspect that should not be ignored in a tourist location (Maršanic et al., 2021). Vehicle parking at the Paloh Naga traditional market is outside the traditional market area because the vacant land is outside the area. If parking is also in the traditional market area, there will be fewer and fewer rice fields, and the income of the landowner will also decrease. In addition, the manager has also built a pedestrian path that is quite far from the parking lot to get to the location of the Paloh Naga traditional market. In addition to arguing that the vacant land is outside the area, the manager also said the pedestrian path can be used as a means of exercising in the morning, when the Paloh Naga traditional market is open in the morning from 06.00 WIB to 11.00 WIB.

Utilization of open space in the traditional Paloh Naga market. The open space in the traditional market is in the form of an open stage, which is used to entertain visitors on Sunday mornings. One of the treats displayed was a traditional dance to introduce local culture (Banio & Malchrowicz-Moško, 2019), as the dancers came from the upbringing of the village of Denai Lama, namely the Sanggar Lingkar.



Figure 2. A special dance to welcome visitors (Amelia, 2020)

The dance performances are only held on Sundays because the dancers are still children in school, therefore Sunday is a perfect day of direction to show their skills without disturbing their school as well. Utilization of the open stage as a means of entertainment in the traditional Paloh Naga market is also one of the main accommodations or facilities that must be provided to visitors. This is in accordance with the factors that form the accommodation element, one of which is entertainment facilities (Sunaryo, 2013: 138).

Planning for building materials and other supporting tools such as markers for toilets or prayer rooms are planned in as much detail as possible by the manager. What characterizes the traditional market of Paloh Naga is the selection of a medium of exchange

made of wood which they call "tempu". They designed the currency with a rectangle while still showing the logo and name of the traditional Paloh Naga market. This medium of exchange is one of the characteristics of the Paloh Naga traditional market since the founding of Paloh Naga.

The facilities offered at the Paloh Naga traditional market are quite good, there are clean bathrooms and prayer rooms that are comfortable for worshipping at the Paloh Naga traditional market, where in this case public toilets are an aspect that must be kept clean to prevent various kinds of diseases caused by toilets that are not clean. Unhygienic (Abney et al., 2021). These results are in line with the opinion which states that the factors that form tourist facilities are supporting factors including public toilets and prayer rooms (Sunaryo, 2013: 138).

In addition to supporting facilities, at the Paloh Naga traditional market there are also supporting facilities (Sunaryo, 2013: 138). One of the supporting facilities is a signpost. Directional signs serve to make it easier for visitors to find things such as prayer rooms and toilets in the traditional Paloh Naga market.



Figure 3. Directions for visitors (Amelia, 2020)

Organizing

Organizing is an important thing to pay attention to in managing tourism (Jumaedi, 2021). In the manager's effort to regulate his organization, of course, the manager has their respective work duties in the field. Organizing in traditional markets is in the form of regulating activities regarding the division of tasks, various tasks, the formation of parts, who does it, and how the finances are (Saputro et al., 2014).

In line with this opinion, the following is the division of tasks that the manager prepares at the Paloh Naga traditional market to provide the best service in traditional Paloh Naga culinary tourism, including:

- a. Provide parking attendants to secure vehicles' parking.
- b. Appoint an entertainment coordinator to plan entertainment on Sunday mornings.

- c. Having an MSME companion as a controller of all types of culinary products sold in the traditional Paloh Naga market.

The task is carried out by each individual who has been appointed based on the results of the deliberation conducted by Badan Perwakilan Desa (BPD). The organizational structure that regulates the Paloh Naga traditional market is in accordance with the organizational structure of the Village Owned Enterprise owned by the Paloh Naga traditional market, which is chaired by Mr. Irwanto, with secretary Mr. Harum Nugraha and treasurer Mr. Erwin, and assisted by the field coordinator, Mr. Jefri. All the individuals who have been appointed have carried out their duties and responsibilities accordingly. It's just that when the author interviewed Mr. Jefri, he mentioned that there were overlapped tupoksi carried out by the secretary, who also served as a mentor for UMKM. For this reason, it should not be done so that the working relationship becomes harmonious for the sake of efficiency and effectiveness in organizational performance in the traditional Paloh Naga market.

Badan usaha milik desa (Bumdes) in the Paloh Naga traditional market have the following tasks:

- a. The chairman has the task of being a leader, managing and managing Bumdes and its units and controlling the Bumdes business activities both externally and internally (Gjerde & Ladegård, 2019) reporting Bumdes performance and finances to Bumdes commissioners and supervisors.
- b. The secretary is responsible for secretarial duties such as correspondence and administration. carry out archives and manage Bumdes data and information (McNulty & Stewart, 2015).
- c. The treasurer has the task of carrying out operational policies for managing Bumdes' finances (Polak & Robertson, 2011), compiling books of receipts and expenditures for Bumdes, and issuing money based on valid evidence.

Organizational evaluation is one of the important things to do in the organizing process (Faulkner, 1997). Paloh Naga traditional market evaluates activities at the end of each activity, namely on the same day on Saturdays and Sundays, aimed at seeing what is still lacking on that day, and make improvements to support and improve the maximum quality of service (Hsieh & Chuang, 2020), so that visitors do not give up on coming back.

The organization of the budget at the Paloh Naga traditional market is entirely left to the traders. The manager only provides a place for the people of Denai Lama to increase their income. Most of the capital received by managers is only slightly compared to the capital owned by traders. Managers only get the rest of their capital as their capital and income.

Cleanliness is a manifestation of whether the organization is doing well or not, and in this case, cleanliness is also a benchmark in the moral judgment of managers (Huangfu et al., 2021). At the Paloh Naga traditional market, there are cleaners who are on duty every day. This is based on the results of the author's observations in the field: there is no litter that falls and the manager prepares a special trash can.

Actuating

Based on the results of the study, it can be concluded that the movement in the traditional market of Paloh Naga is achieved through motivating traders and establishing good relationships between managers and traders (Polii et al., 2019). Mobilization is the third function after planning and organizing. After there is a plan and everything is arranged, it moves the trader in order to complete the task so that the goals that have been set are achieved. The movement carried out at the Paloh Naga traditional market is slightly different in terms of motivating traders between the leadership of the Bumdes directors and the head of tourism awareness.

The Bumdes board of directors motivates traders by asking for their complaints. But this is rarely done by the manager because most of the traders are of their own accord. The traders are selected first to register with the manager. Therefore, traders in traditional markets have a high trading spirit. Meanwhile, the head of tourism awareness sometimes makes a reference to the trader whose sales are the highest on one day by praising the trader when conducting an evaluation. With these differences, it can trigger different perceptions of traders toward managers.

In motivating a person or group in an organization, it is also very important to communicate because it will help establish a good and coordinated relationship between fellow managers and traders (Pang et al., 2018). In addition, establishing a good relationship between managers and traders will also have an impact on increasing the work motivation of members of the organization (Poli, 2019: 1). This opinion is in line with the results of the author's research in the field where the manager holds regular meetings every Friday night aimed at establishing good relations and a forum for communication between managers and traders, as well as discussing activities at the Paloh Naga traditional market as an increase in their motivation.

Being friendly to visitors is one part of the communication provided by the manager (Al-Okaily, 2021). Officers at the Paloh Naga traditional market are also friendly to every visitor who comes because hospitality is an important aspect that every tourism actor must have where with this friendly attitude visitors can feel comfortable and linger at the location, so

that tourism actors can maximize offers to their customers, visitors, so that they can support the community's economy (Zgolli & Zaiem, 2018). This is proven by the author when conducting observations in the field. From starting to enter the parking lot, then entering the location, you are greeted by the officer where you change the tempo.

In the mobilization function, the manager also uses print and electronic media to motivate visitors who come (Liu et al., 2020). Print media can be seen from along the road starting from the Beringin sub-district there are banners. Meanwhile, electronic media uses Facebook, Instagram and YouTube as promotional media to attract interest and reach the wider community (Kerdipitak, 2021). Managers post all forms of activities on these social media and by doing so, visitors will be motivated to come to the traditional Paloh Naga (Chavez et al., 2020). These results are in line with the opinion that the use of information technology has a major impact on all points of view of activities in life (Widayanti, 2015: 81).

Controlling

The supervision carried out by managers at the Paloh Naga traditional market is in the form of making efforts against the obstacles they have. (Based on the results of the study, the obstacles faced by the two research subjects are different (Yan & Wang, 2021). However, these differences can be overcome by the manager quite well. The obstacle they face is the lack of income for the village. To overcome this obstacle, the manager spreads proposals to offices such as the North Sumatra Bank, BRI, Regency and Provincial Tourism Offices, and Angkasa Pura (Azhari, 2017), a scarcity of innovative human resources (Baum, 2015). The existing human resources of the Paloh Naga traditional market still depend on the management as the initiator of the Paloh Naga traditional market, even though human resources have an important role in tourism management (Pajriah, 2018). The efforts made by the manager are as a facilitator; ideas come from other managers as well, and other human resources become implementers (Rašovská et al., 2021).

The ticket price set by the manager has an impact on the management's success (Kim & Lee, 2015: 2). at the traditional market of Paloh Naga. The price of admission at the traditional Paloh Naga market is only Rp. 5,000 for parking fees, and to buy the available culinary items, you must pay an amount of Rp. 2,000 each. With a fairly affordable price, the traditional Paloh Naga market can reach Rp. 30,000,000 with 1,200–3,500 visitors. But the funds that enter the village are only around Rp. 500,000-Rp. 1,000,000. The manager only gets the remaining capital from the income of the traders.

Then to see the supervision in the traditional market, unfortunately there is no suggestion box available at the Paloh Naga traditional market where the suggestion box is an important thing to hold to accommodate the aspirations of visitors as evaluation material for managers and improve themselves for a good image of tourist sites so that they can still be of interest and continue to be visited (Nevşehir et al., 2012). But when the author makes observations, the manager receives criticism and suggestions directly from visitors.

CONCLUSION

The planning carried out by the manager at the Paloh Naga traditional market is quite good. That is, it is proven by the purpose of the existence of a traditional market which has begun to be achieved. In addition, the planning of the Paloh Naga traditional market is also planned in as much detail as possible until its development. Then organizing consists of division of tasks, various tasks, formation of parts, who does it and how the finances are handled. This activity has been carried out in the traditional market of Paloh Naga, but there are overlapping main functions in the division of tasks. The movement carried out at the Paloh Naga traditional market went well considering that there were regular meetings between managers and traders to motivate the traders to be enthusiastic about trading. The supervision carried out in the Paloh Naga traditional market is quite good, but there are shortcomings that cause the management in the Paloh Naga traditional market to not be good enough in the organizational function.

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