

Strategy For Developing Traditional Night Market Pt Safaria Adi Puta

Epi Hasnarella¹, Hendri Dunan²

^{1,2}Bandar Lampung University

Corresponding author: ehasnarella@gmail.com

Abstract

This study examines the development strategies of traditional night markets implemented by PT Safaria Adi Putra, emphasizing the role of leadership and local socio-cultural values in sustaining business performance. A qualitative case study approach was applied, using data collected through observations, in-depth interviews, and documentation. The findings indicate that development strategies include standardization of facilities, structured spatial management, digital promotion, and cultural-based entertainment innovation. Managerial leadership strengthens coordination, trader participation, and stakeholder trust, while socio-cultural values such as mutual cooperation and community bonding enhance market sustainability. The study concludes that the integration of adaptive development strategies, participatory leadership, and socio-cultural values is essential to improving the competitiveness and sustainability of traditional night markets.

Keywords: Development Strategy, Traditional Night Market, Leadership, Socio-Cultural Values.

INTRODUCTION

The development of the trade sector in Indonesia shows increasing complexity as modern shopping centers grow and consumer patterns transform. Amidst this wave of modernisation, traditional markets, including night markets, still play a strategic role as spaces for the people's economy, means of social interaction, and vehicles for preserving local culture. Night markets not only serve as places for buying and selling transactions



but also as entertainment and recreation centers that are relatively affordable for low- and middle-income people.

Traditional night markets are a socio-economic phenomenon that has developed in various Asian countries and has become a part of urban and semi-urban life. Its existence reflects the dynamics of local culture, informal economic activities, and unique social interaction patterns. However, in practice, many night markets face challenges such as fluctuating visitor numbers, limited facilities, weak promotion, and increasing competition from modern and digital entertainment centers.

On the other hand, night markets have great potential as a driver of the informal economy, especially for small and medium-sized businesses. The travelling carnival business provides an alternative source of income for people affected by limited job opportunities in the formal sector. Besides providing economic benefits, night markets also serve as public spaces that strengthen social solidarity, the value of mutual cooperation, and local cultural identity Zakariya (2010).

PT Safaria Adi Putra, as one of the managers of traditional night markets in the Lampung region, plays an important role in maintaining the sustainability and appeal of night markets. Despite implementing various management efforts, the company still faces challenges related to the effectiveness of its development strategy, leadership optimisation, and the integration of socio-cultural values into the management of the night market activities. Limitations in program innovation, minimal promotion, and suboptimal human resource development are factors that could potentially hinder the improvement of night market competitiveness.

The success of developing traditional night markets is essentially determined not only by business strategy, but also by the quality of leadership and the utilisation of the community's social and cultural capital. The synergy between adaptive leadership, innovative development strategies, and local socio-cultural values is expected to create a sustainable, competitive, and relevant night market that meets the needs of modern society (Bestari, 2019).

Based on these conditions, this research focuses on strategies for developing traditional night markets managed by PT Safaria Adi Putra, by examining the role of leadership and the contribution of socio-cultural values in enhancing the attractiveness, sustainability, and economic value of traditional night markets.



Concept of Strategy

Strategy is a long-term planning framework designed to help organisations achieve their goals through the optimal utilisation of resources. Chandler (1962) defines strategy as the determination of long-term goals and the allocation of resources to achieve them. Meanwhile, Porter (1985) emphasised that strategy serves as a tool for building competitive advantage through differentiation, cost efficiency, or focusing on specific segments.

Mintzberg (1994) expanded the concept of strategy by proposing five main dimensions: strategy as a plan, pattern, position, perspective, and manoeuvre. In the context of managing traditional night markets, strategies not only serve as operational guidelines but also as an adaptive approach to address changes in consumer behaviour, modern market competition, and the socio-cultural dynamics of society (Bilgies, 2017).

Effective strategies generally have the characteristics of being long-term orientated, flexible to environmental changes, based on internal strengths, and promoting innovation and collaboration (Wheelen & Hunger, 2018). Therefore, the development of traditional night markets requires an integrated strategy across marketing, operational, financial, innovation, and sustainability aspects.

Types and Stages of Development Strategies

Strategies can be classified into three main levels: corporate strategy, business strategy, and functional strategy (Larassati et al., 2024). Corporate strategy focuses on the long-term direction of the organization, such as location expansion, business diversification, or operational stabilisation. Business strategy emphasises how the organization builds competitiveness, for example, through differentiating the concept of a cultural night market or cost leadership to maintain affordability (Sjioen et al., 2023).

At the operational level, functional strategies include marketing, operations management, finance, human resources, and innovation strategies. Innovation is a crucial element in maintaining the appeal of amusement parks, whether through ride updates, themed entertainment concepts, promotion digitalisation, or the integration of payment technology and visitor management (Drucker, 1999).

The stages of strategic management include strategy formulation, strategy implementation, and strategy evaluation (David, 2017). Formulation includes internal and external environmental analysis, vision and goal setting, and the selection of strategic alternatives. Implementation relates to the division of organisational roles, leadership, resource management, and community involvement. The evaluation is conducted to

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measure the effectiveness of the strategy and formulate corrective actions to improve business sustainability.

Leadership

Leadership refers to an individual's ability to influence and direct others in achieving organisational goals (Robbins & Coulter, 2018). Northouse (2016) states that leadership is a social process involving interaction between leaders and followers in building shared commitment.

Various leadership theories explain different approaches in managerial practice, including trait theory, behavioural theory, situational leadership, transformational leadership, and transactional leadership (Cahyati & Adelia, 2024). Transformational leadership, as stated by Bass and Avolio (1994), emphasises a leader's ability to inspire, build a vision, and drive innovation and positive change.

In the context of traditional businesses like night markets, leadership is often influenced by local values such as mutual cooperation, family spirit, deliberation, and social responsibility (Gotsis & Grimani, 2016). Local culture-based leadership models tend to be more participatory and adaptable to the needs of traders and the surrounding community (Amtu et al., 2021).

Social and Cultural

Traditional night markets not only serve as economic spaces but also as arenas for social interaction and cultural expression within the community. Koentjaraningrat (2009) emphasises that people's economic activities are part of a cultural system that contains social values, norms, and cultural symbols reflecting local identity.

The social values that develop at night markets include togetherness, trust, solidarity, tolerance, and social networks between vendors and visitors. Additionally, night markets serve as a medium for cultural preservation through regional cuisine, traditional art performances, the use of local languages in transactions, and cultural symbols that reinforce the market's character as a space for popular culture (Junaidi & Marantika, 2022).

In the modern era, night markets face challenges due to changing lifestyles and the increasing dominance of modern markets. However, cultural authenticity, social closeness, and local wisdom values actually become strategic potential to strengthen the appeal and differentiation of night markets as community-based entertainment destinations (Iskandar, 2023).



Conceptual Framework

Figure 1: Conceptual Framework



RESEARCH METHODS

This study employs a qualitative approach with a case study design to gain an in-depth understanding of the traditional night market development strategies managed by PT Safaria Adi Putra. This approach was chosen because it allows the researcher to comprehensively explore the dynamics of night market management in a real-world context, including managerial practices, leadership patterns, and social interactions that shape the sustainability of economic activities based on popular entertainment and local culture.

The research focuses on night market development strategies, encompassing planning, service innovation, promotion, facility improvement, and merchant empowerment. Additionally, the study examines the role of leadership in decision-making processes, organisational management, and building relationships with merchants and the surrounding community, as well as assessing the contribution of socio-cultural values such as togetherness, solidarity, and local wisdom in supporting the existence and appeal of the night market. The research was conducted at a night market managed by PT

Safaria Adi Putra in Bandar Lampung City, with the location selected purposively due to its relevance in representing traditional night market management practices.

The selection of informants was done through purposive sampling techniques based on their level of involvement and understanding of the research object, which included company management, operational managers, traders, as well as the community and visitors to the night market. Data collection was conducted through field observation to observe the activities and governance of the night market, semi-structured in-depth interviews to gather the perspectives and experiences of informants, and documentation in the form of archives, reports, media publications, and visual records to strengthen the completeness of the research data.

Data analysis was conducted using the interactive model of Miles and Huberman, which includes the stages of data reduction, data presentation, interpretation, and conclusion drawing. The data obtained was transcribed, categorised based on main themes, and analysed thematically to reveal patterns, meanings, and relationships between concepts relevant to the research objectives. Data validity is maintained through source, method, and theory triangulation techniques, ensuring the research findings have a scientifically accountable level of credibility, consistency, and validity.

DISCUSSION

Traditional Night Market Development Strategies Implemented by PT Safaria Adi Putra

The research findings indicate that PT Safaria Adi Putra implements traditional night market development strategies focused on improving service quality, management professionalism, and strengthening the economic role of the local community. The main strategies implemented include standardising rides and services, organising the night market area in an orderly manner, empowering local vendors, collaborating with the government and community, and innovating entertainment based on traditional values. This approach aims to preserve the existence of the night market while also enhancing its competitiveness amidst the growth of the modern entertainment industry.

In terms of service quality, the company implements ride standardisation, considering safety factors, operational suitability, and tariff transparency. All rides are operated to a uniform safety standard, while ticket prices are fixed and affordable, at Rp15,000 per ride. This policy is considered capable of increasing the confidence and interest of visitors, particularly from families and low-to-middle-income communities. One visitor stated that the affordable ticket price was the main reason for returning, as it

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provided a safe, nearby, and economical entertainment alternative compared to more expensive modern entertainment venues.

Another strategy of concern is the systematic arrangement of the night market area to create a safe, comfortable, and orderly environment. The ride layout is placed in the central area for easy visitor access and to create a lively atmosphere, while food stalls are located on the outer sides to reduce congestion and maintain cleanliness. Parking areas are provided separately to ensure smooth visitor flow and vehicle safety. The field coordinator emphasised that spatial arrangements were made from the very beginning of the night market's opening to prevent congestion, improve visitor comfort, and create a conducive business atmosphere for vendors.

Empowering local vendors is one of the key strategies in the development of traditional night markets. PT Safaria Adi Putra prioritises small and medium-sized businesses around the location to set up shop. The company openly registers and fairly distributes the stalls to ensure equal business opportunities. The presence of local vendors is considered to add value because they can adapt their products to the tastes of the local community, while also strengthening social support for the night market's existence. Thus, night markets not only serve as a means of entertainment but also as a driver of the people's economy, directly impacting the increase in community income.

Additionally, the company is building strategic partnerships with local governments, landowners, and local communities in aspects of permitting, security, and operational schedule management. Land use is carried out through a negotiation process with the owner or relevant agency, accompanied by official permit management to ensure the legality and sustainability of the activity. The social network and local culture-based approach also strengthens the trust relationship between organisers, landowners, and other stakeholders. The company owner emphasised that the existence of an official permit is an important factor in maintaining operational stability and minimising potential social conflicts and security disturbances.

In response to changing public tastes, PT Safaria Adi Putra developed entertainment innovations that still maintained the character of traditional night markets. The company made gradual updates to the types of rides and entertainment concepts to attract the interest of the younger generation without losing the cultural nuances that are characteristic of night markets. This approach allows for a balance between preserving tradition and the need for modernisation, ensuring that the night market remains relevant to various age groups. The management emphasised that the innovation is not intended



to replace traditional entertainment, but rather to complement and enrich the visitor experience.

Overall, the research findings indicate that the traditional night market development strategies implemented by PT Safaria Adi Putra are comprehensive and sustainability-oriented. The combination of service standardisation, professional governance, local economic empowerment, strengthening institutional cooperation, and value-based innovation of traditional values is the main strength in maintaining the existence and increasing the competitiveness of night markets. This integrated approach not only improves visitor satisfaction but also strengthens the function of night markets as a space for popular entertainment as well as an instrument for social and economic empowerment of the community.

Management Leadership Style in Driving the Process of Traditional Night Market Development

The research findings indicate that the leadership style employed by the management of PT Safaria Adi Putra tends to be participatory, communicative, and visionary, with direct involvement as the core principle in managing the traditional night market. The company founder emphasised that leadership is not only focused on decision-making, but also on active involvement in the planning, supervision, and execution of operational activities. The management regularly visits the field to interact with coordinators, vendors, and ride operators in order to understand the real needs and actual conditions at the night market location. This approach reflects leadership practices that emphasise openness, social closeness, and decision-making based on input from various parties.

Additionally, the decision-making process in managing the night market is carried out through collective deliberation and discussion, especially when there are plans for new arrangements or the development of rides. Input from field coordinators is used as the primary consideration before policies are established, ensuring that the resulting decisions are more adaptable to operational conditions in the field. This approach is considered capable of increasing a sense of ownership, strengthening shared responsibility, and building trust between the organisers and the parties involved in the night market event. Leadership also demonstrates a long-term orientation by maintaining the traditional identity of the night market while gradually adopting innovations to remain relevant to evolving public tastes.



From the perspective of traders, the manager's leadership style is perceived as open, supportive, and responsive to the needs of small business owners. The vendors believe that the management is not only acting as a regulator but also as a partner willing to listen to complaints, suggestions, and feedback regarding stall arrangement, operating hours, and visitor traffic levels. Direct communication, whether through field coordinators or interactions at the night market location, makes vendors feel involved in the development process. A firm stance in enforcing the rules, combined with tolerance and a persuasive approach, is considered to create a sense of justice and comfort in conducting business.

Furthermore, the vendors believe that the management's leadership has a vision for sustainable development, which is reflected in the increasingly tidy arrangement of the night market area and the more attractive updates to the amusement rides. These efforts are considered to have a positive impact on increasing the number of visitors and sales opportunities. Traders also appreciate the balance between preserving the traditional atmosphere and modern entertainment innovation, which allows the night market to remain popular with various age groups. Overall, the research findings indicate that participatory, empathetic, and future-oriented leadership plays a crucial role in creating a harmonious work climate, increasing vendor engagement, and supporting the sustainability of the night market as a space for popular entertainment and a source of livelihood for the local community.

Local Socio-Cultural Values Play a Role in Supporting the Management and Development of Traditional Night Markets

The research results indicate that local socio-cultural values play a strategic role in supporting the management and development of traditional night markets operated by PT Safaria Adi Putra. Night markets not only serve as economic and entertainment spaces but also as arenas for social interaction that reflect the cultural identity of the local community. Values such as togetherness, mutual cooperation, tolerance, and family spirit are important foundations for creating a harmonious, inclusive, and sustainable night market atmosphere. The community views the night market as a space for gathering and socialising, which strengthens social bonds and a sense of connection to the surrounding environment.

In its management practices, PT Safaria Adi Putra utilises social capital based on togetherness and family to build harmonious relationships between managers, vendors, ride operators, and the community. Informally established social relationships facilitate



operational coordination and create a conducive work environment. The value of mutual cooperation is reflected in the collective efforts of various parties to maintain order, cleanliness, and safety in the night market area. Traders and officers assist each other in resolving field issues, creating an orderly, comfortable, and mutually supportive business environment.

Additionally, the values of tolerance and mutual respect play a role in maintaining the diversity of backgrounds among vendors and visitors. Mutual acceptance and a collective awareness of maintaining harmony allow the night market to thrive as a public space that is welcoming to all segments of society. The management actively encourages vendors to maintain ethics, avoid conflicts, and respect differences, thereby fostering stable social relationships between vendors, visitors, and the management. This condition strengthens the social legitimacy of PT Safaria Adi Putra as the operator of the night market and facilitates the implementation of development policies and strategies.

From a development perspective, the value of local culture is also reflected in efforts to maintain the atmosphere and typical entertainment of traditional night markets. PT Safaria Adi Putra integrates elements of local culture and customs into the concept of the night market event, ensuring that the activity remains in harmony with local identity. This approach enhances the community's sense of belonging to the night market and fosters sustainable social support. Overall, the research findings indicate that local socio-cultural values serve as social capital, strengthening management stability, increasing community acceptance, and supporting the sustainability of the night market as popular entertainment and an economic driver for the local community.

Synergy Between Leadership, Development Strategy, and Socio-Cultural Values in Enhancing the Attractiveness, Competitiveness, and Sustainability of Traditional Night Markets

The research findings indicate that the management and development of the traditional night market by PT Safaria Adi Putra are supported by a strong synergy between the manager's leadership style, targeted development strategies, and the local socio-cultural values that are alive in the community. These three elements complement each other and form the main foundation for enhancing the appeal, competitiveness, and sustainability of the night market as a form of popular entertainment and an economic space for the community. This finding indicates that the success of the night market is not determined by a single factor, but rather by the integration of managerial, social, and cultural aspects into daily management practices.



From a leadership perspective, PT Safaria Adi Putra adopts a participatory, communicative, and collaborative leadership style. The manager not only acts as a decision-maker but also as a facilitator who actively builds communication with field coordinators, vendors, and the surrounding community. This approach fosters a sense of belonging, builds trust, and encourages the involvement of various stakeholders in supporting the policies and innovations implemented. A harmonious working relationship between the managers and the night market vendors is an important factor in ensuring the effective implementation of development strategies.

The development strategy implemented by PT Safaria Adi Putra is a concrete manifestation of that leadership direction. Efforts to organise the night market area in an orderly manner, standardise rides and affordable prices, empower local vendors, and innovate entertainment while remaining traditional have proven to increase visitor comfort and strengthen the night market's appeal. This strategy allows the night market to offer a unique, family-friendly entertainment experience that is close to local culture, enabling it to compete with modern forms of entertainment without losing its distinctive character.

Local socio-cultural values play a major role in strengthening the sustainability of night market management. The values of togetherness, mutual cooperation, tolerance, and family are reflected in the interactions between managers, vendors, and the community. Integrating these values into management practices strengthens the funfair's identity as a social and cultural space, not merely an economic one. This social support, formed from local cultural values, increases visitor loyalty, strengthens the social legitimacy of the organisers, and creates stability in the organization of the night market.

Overall, the research findings indicate that the synergy between effective leadership, professional development strategies, and strong sociocultural values is the key to maintaining the sustainability of the traditional night market managed by PT Safaria Adi Putra. The appeal of a night market comes not only from the rides and entertainment, but also from its unique social and cultural atmosphere and the harmonious relationships between the vendors. Thus, the PT Safaria Adi Putra night market is able to develop adaptively and sustainably as a form of popular entertainment, as well as an economic driver and social adhesive for the local community.

CONCLUSION

Based on the problem formulation and research objectives, it can be concluded that the management of the traditional night market by PT. Safaria Adi Putra is supported by participatory, communicative, and community-oriented leadership, enabling the

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building of harmonious relationships between managers, vendors, and the community. This leadership is supported by a development strategy that includes the orderly arrangement of the market area, standardisation of rides and affordable prices, empowerment of local traders, and traditional-based entertainment innovations, which significantly enhance the appeal, competitiveness, and sustainability of traditional night markets. In addition, local socio-cultural values such as togetherness, mutual cooperation, and familyhood play an important role in strengthening community acceptance and making the night market not only a means of entertainment, but also a social space and a driver of the local economy. The synergy between leadership, development strategy, and local socio-cultural values collectively contributes to supporting the sustainable development of traditional night markets, aligning with the research objectives and proposed conceptual model.

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