

**ORGANIZATIONAL CULTURE BASED ON  
COMPETING VALUES FRAMEWORK:  
CASE STUDY AT LOCAL COFFEE SHOPS IN YOGYAKARTA**

A THESIS

Presented as Partial Fulfillment of the Requirements  
to Obtain the Bachelor Degree in Management Department



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**A BACHELOR DEGREE THESIS**

By:

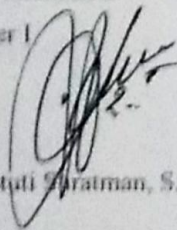
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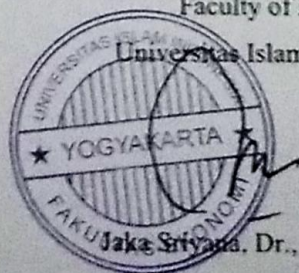
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## DECLARATION OF AUTHENTICITY

Herein, I declare to the originality of this thesis; I have not presented someone's work to acquire my university degree, nor have I presented anyone else's words, ideas, or statements without acknowledgment. All quotations are cited and listed in the bibliography of the thesis.

If in the future this statement is proven to be false, I am willing to accept any sanction with the determined ordinance and its consequences.

Yogyakarta, August 22, 2019



Arista Kresnajati Surwiyanta

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## **ABSTRACT**

Competing Values Framework has been proven as one of the most popular methods in assessing organizational culture. However, less research has been conducted in SMEs specifically in local coffee shop industry. This industry deserves more highlight since the rapid emerging nowadays. This research reported on case study of four well-known local coffee shops in Yogyakarta, with objective to explore what type of culture used by the coffee shops in Yogyakarta. Furthermore, this was done by using qualitative method with semi-structured interview. The data gathered based on Organizational Culture Assessment Instrument became more flexible. The result showed that each organization had different types of culture such as Adhocracy, Clan, and Hierarchy, with no single organization that was dominant in Market culture.

*Keywords: competing values framework, local coffee shop, organizational culture*

## ABSTRAK

*Competing Values Framework* telah terbukti sebagai salah satu metode paling populer untuk menilai budaya organisasi. Tetapi, hanya ada sedikit penelitian yang dilakukan terhadap UKM terutama di industri kedai kopi lokal. Industri ini berhak mendapatkan sorotan lebih mengingat industri ini sedang sangat berkembang. Penelitian ini dilakukan kepada empat kedai kopi lokal yang cukup ternama di Yogyakarta, dengan tujuan untuk mengetahui tipe budaya apa yang digunakan oleh kedai kopi lokal di Yogyakarta. Terlebih lagi, dengan menggunakan metode kualitatif, data yang dikumpulkan berdasarkan *Organizational Culture Assessment Instrument* menjadi lebih fleksibel. Hasil penelitian ini menunjukkan bahwa setiap organisasi memiliki tipe budaya yang berbeda-beda seperti Adhocracy, Clan, dan Hierarchy, tanpa ada satupun organisasi tersebut yang dominan di budaya Market.

*Kata kunci: budaya organisasi, competing values framework, kedai kopi lokal*

# CHAPTER I

## INTRODUCTION

### 1.1 Research Background

Before the 1980s, in the study of organizational behavior, culture was considered as the most important factor in organizations (Shahzad, 2014). An old organization may have a strong “culture” because of the age of the company and the phenomenon happened in the past. However, this cannot be called organizational culture if a group does not learn and solve its problems over a period of time to survive (Schein, 1984). As mentioned by Tohidi and Jabbari (2012), the main components of an effective organizational culture are the organization's vision and mission, work environment, management style, organizational practices and policies, recruitment and career development, and benefits and rights. This is why organizational culture is one of the famous studies in organizational theory even though there are many ways to diagnose organizational culture by experts according to their research and knowledge.

Competing Values Framework (CVF) is an extremely useful framework in organizing and interpreting a wide variety of organizational phenomena (Cameron & Quinn, 2006). In CVF, there are four dominant culture types that emerge from the framework: Clan, Adhocracy, Hierarchy, and Market. Moreover, Cameron and Quinn (2006) stated that Clan culture shares values and goals, cohesion, participation, individuality, and a sense of “we-ness”. Teamwork, employee involvement programs, and corporate commitment to employees are typical of this type. Adhocracy culture is the most responsive to the hyper-turbulent and ever-accelerating conditions. Adaptation and innovativeness lead Adhocracy culture company to new resources and



profitability. Hierarchy culture is a formalized and structured place to work. Leaders are good coordinators and organizers in order to maintain the smooth running of the organization. Market culture focused on transactions with mainly external parties such as suppliers, customers, contractors, licensees, unions, and regulators. This operates primarily through economic market mechanisms, mainly monetary exchange.

These types of organizational culture are dynamic in an organization (Cameron & Quinn, 2006). In other words, one organization can change over time depending on the needs of the organization. For example, the life cycle of Apple Computer Company had been changing. Apple Computer Company started with a tendency to Adhocracy culture at its first stage (Cameron & Quinn, 2006) and later in 2017, they end up to Market and Hierarchy culture (Arocha, 2017).

Every organization, including Small Medium Enterprises (SMEs), has its own culture. According to Lembaga Pengembangan Perbankan Indonesia and Bank of Indonesia (2015), SMEs have several criteria based on the characteristic, asset, and turnover. The challenging thing in diagnosing SMEs' culture is that the most influence on the organizational values and beliefs in SMEs is the owner (Tidor, Gelmereanu, Baru, & Morar, 2012). We cannot deny the significance of organizational culture including in SMEs even though it is not specifically mentioned. Managing culture in SMEs is easier because SMEs have more organic culture than big organizations and the small number of people involved in the business (Tidor, Gelmereanu, Baru, & Morar, 2012). Hence, SMEs must know what kind or type of culture they need to implement in their organization based on their orientation. By default, it is compulsory for the owner of SMEs to have knowledge of the

organizational culture. This is why the researcher chose to do the research in SMEs, specifically in local coffee shops in Yogyakarta.

The increasing number of coffee consumption in Indonesia has been rapidly increasing. According to the International Coffee Organization (2016), total consumption of coffee in Indonesia reached 276.000 tons in 2016, twice from 2000 with only 108.000 tons. This is aligned with the number of coffee shops in Indonesia. Normala (2018) said that local coffee shops started to bloom since 2013 and currently there are more than 4000 local coffee shops. Those data only showed the famous local coffee shops because according to DH (2016), based on an interview with Ponco in Tirta, there are more than 800 coffee shops in Yogyakarta that are registered in the community of coffee shop businesses in Yogyakarta. It is believed that the number of unregistered local coffee shops in Yogyakarta alone can be doubled from those numbers. This type of SMEs is a big industry in the city because it has economic potential up to Rp350,4 billion in a year (DH, 2016). From the explanation above, it can be seen that the coffee shop industry is emerging rapidly in Indonesia.

This research discovered the type of culture used by coffee shops in Yogyakarta, according to the CVF. There were four types of culture based on Cameron and Quinn (2006). They were Clan, Adhocracy, Hierarchy, and Market culture. To identify the CVF, Cameron and Quinn (2006) suggested using Organizational Culture Assessment Instrument (OCAI). The instruments in OCAI included *Dominant Characteristic*, *Organizational Leadership*, *Management of Employees*, *Organization Glue*, *Strategic Emphases*, and *Criteria of Success*.

## 1.2 Research Problem

Based on the research background above, the researcher decided that the problem was the type of culture used by coffee shops in Yogyakarta.

In addition, the researcher prepared the following questions to strengthen the discovery:

1. What are the *Dominant Characteristics* in the organization?
2. How is *Organizational Leadership* in the organization?
3. How is the *Management of Employees* in the organization?
4. What is the *Organization Glue* in the organization?
5. What is your *Strategic Emphases* in the organization?
6. What is the *Criteria of Success* in the organization?

Besides that, the researcher assumed some of the alternative questions related to the research:

1. What is the vision of this coffee shop?
2. How many employees are there?

## 1.3 Research Objectives

The research described a qualitative study of the organizational culture used by coffee shops in Yogyakarta. This research's overall aim was to explore the type of culture used by the coffee shops in Yogyakarta.

## **1.4 Research Contributions**

### **1.4.1 Theoretical Benefit**

This research helps future researchers in providing additional literature on organizational culture. Specifically, it will give broaden understanding on the type of culture used by the coffee shop industry, even though on a minor scale.

### **1.4.2 Practical Benefit**

The findings of this research are as follow:

1. To know the most used type of culture used by coffee shops industry
2. To discover what change of culture should be taken in the future due to macro and microenvironment
3. As a reference for the related industries
4. Comparison between coffee shop industry culture and other industries' culture

## **1.5 Systematics of Writing**

This thesis consists of five chapters. The detail explanation of the systematics of writing in this research is described below:

### **Chapter I: INTRODUCTION**

This chapter exhibits the background of this research, the formulation of the problems of this research, the limitations of this research, the objectives of this research, the benefits of research both theoretical and practical, and the systematics of the research.

## Chapter II: LITERATURE REVIEW

This chapter explains the theoretical basis of the grounded theory used in this research, which is the organizational culture based on the CVF consisted of the Clan, Adhocracy, Hierarchy, and Market culture.

## Chapter III: RESEARCH METHODOLOGY

This chapter explains the methods used in this research which also contains information in terms of research approach, research site, population and sample, data collection, and data analysis.

## Chapter IV: RESULT AND DISCUSSION

This chapter shows the discussion of the results based on a semi-structured interview. This chapter also shows the transcript and interpretation of the research.

## Chapter V: CONCLUSIONS AND RECOMMENDATIONS

This chapter contains conclusions about the results of the analysis of the research that has been done. In addition, this chapter also shows the limitations of the research conducted which is very useful for future research.

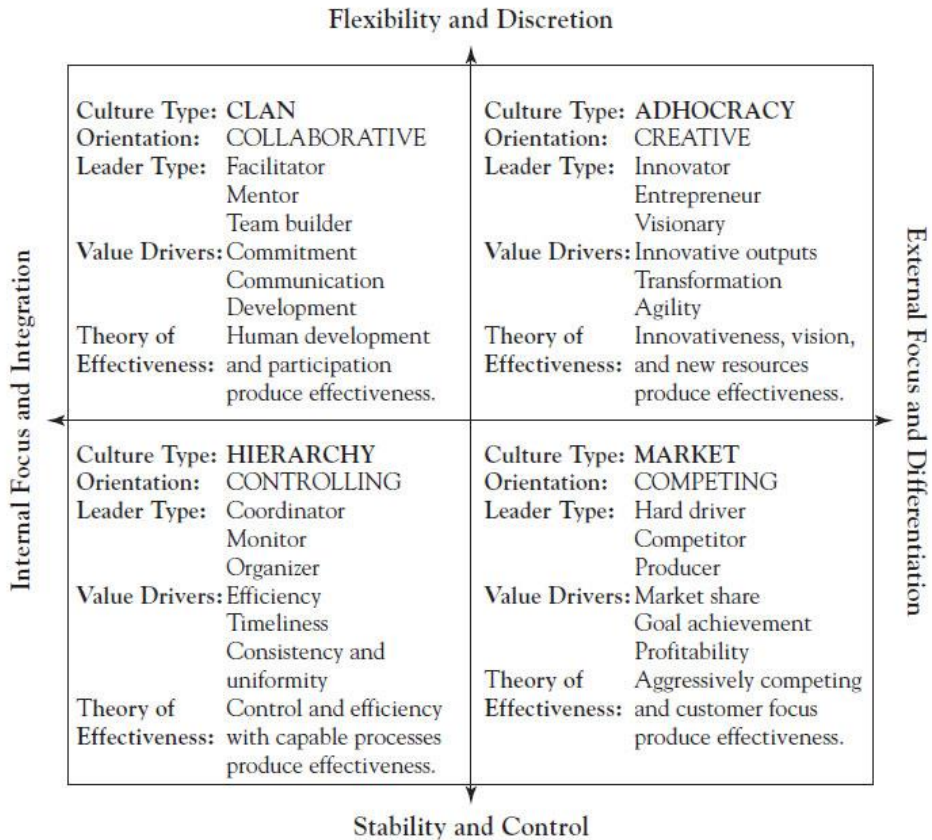
## CHAPTER II

### LITERATURE REVIEW

#### 2.1 Theoretical Review

Organizational culture is what a group learns over a period of time as that group solves its problems of survival in an external environment and its problems of internal integration (Schein, 1984). Even though culture is a characteristic of the organization, it is manifested and measured from the verbal and/or nonverbal behavior of individuals (Hofstede, 1998). In this research, the researcher adopted Cameron and Quinn's (2006). The CVF divided culture into two dimensions. The first dimension differentiates effectiveness criteria that emphasize flexibility, discretion, and dynamism from criteria that emphasize stability, order, and control. The second dimension differentiates effectiveness criteria that emphasize an internal orientation, integration, and unity from criteria that emphasize an external orientation, differentiation, and rivalry. There are four types of culture made from these two dimensions: Clan, Adhocracy, Hierarchy, and Market.

The tool selected to be used in this research was the CVF. It is a valid instrument that has been described in more than 100 studies across disciplines to identify organizational culture (Cameron & Quinn, 2006). According to Cameron and Quinn (2006), the CVF was developed with well-known and well-accepted categorical schemes that organize the way people think, their values and assumptions, and the ways they process information based on the theory of Jung, Myers and Briggs; McKenney and Keen; Mason and Mitroff; and Mitroff and Kilmann. Each of the culture types is described in Figure 2.1 below:



Source: Cameron and Quinn, 2006

Figure 2.1 The Competing Values Framework

### 2.1.1 Clan Culture

It is called clan culture because of its similarity to a family-type organization. Clan culture shares values and goals, cohesion, participation, individuality, and a sense of “we-ness” (Cameron & Quinn, 2006). In this culture, teamwork and employee participation programs are more important than the procedures and rules that are applied (Lee & Kim, 2017). According to Jacobs et al. (2013), Clan culture identifies values that emphasize an internal, organic focus (do things together). The glue of this organization is a sense of commitment and loyalty (Adams, Dawson, and Foureur, 2017).

### **2.1.2 Adhocracy Culture**

Adhocracy culture is the most responsive to the hyper-turbulent and ever-accelerating conditions (Cameron & Quinn, 2006). Adaptation and innovativeness lead Adhocracy culture company to new resources and profitability. In Adhocracy culture, the immediate and voluntary response of members to external change is important (Lee & Kim, 2017). The glue of this organization is a commitment to innovation and experimentation (Adams, Dawson, and Foureur, 2007).

### **2.1.3 Hierarchy Culture**

Hierarchy culture is a formalized and structured place to work (Cameron & Quinn, 2006). Leaders are good coordinators and organizers in order to maintain the smooth running of the organization. This type of organization emphasizes efficiency, predictability, and consistency (Jogaratnam, 2017). According to Jacobs et al. (2013), Hierarchy culture emphasizes internal, control values (do things right).

### **2.1.4 Market Culture**

Market culture focused on transactions with mainly external parties such as suppliers, customers, contractors, licensees, unions, and regulators. This operates primarily through economic market mechanisms, mainly monetary exchange (Cameron & Quinn, 2006). Employees in these culture types are success-oriented. They give importance to personal interests rather than organizational goals and emphasis on the concepts of planning, performance, and efficiency (Acar & Acar, 2014).



## 2.2 Previous Research

There are several previous researches as mentioned in Table 2.1 to identify organizational culture using the CVF by Cameron and Quinn (2006) among various industries or company. However, there is no previous research that analyzed culture in the coffee shop industry.

**Table 2.1 Previous Research Regarding CVF**

No.	Researcher	Research Title	Industry / Company	Finding
1	Dyck, B., Walker, K., & Caza, A. (2019)	Antecedents of Sustainable Organizing: A Look at the Relationship between Organizational Culture and the Triple Bottom Line	From different industries. 137 public organizations in 27 countries	22 hierarchy cultures, 6 clan cultures, 62 market cultures, and 47 adhocracy cultures
2	Adams, C., Dawson, A., & Foureur, M. (2017)	Competing Values Framework: A useful tool to define the predominant culture in a maternity setting in Australia	Maternity service in Australia	Maternity service in Australia has a tendency to hierarchy culture
3	Arocha, J. B. (2017).	Getting to the Core: A Case Study on the Company Culture of Apple Inc.	Apple Inc.	Apple Inc. has an integrated market and adhocracy culture
4	Sadighi, S. (2017)	Organizational Culture and Performance: Research on SMEs at Tele-Healthcare Industry, UK	Tele-Healthcare Industry in the United Kingdom	Adhocracy is the dominant culture

5	Wiewiora, A., & Coffey, V. (2013)	Organizational culture and willingness to share knowledge: A competing values perspective in Australian context	4 companies in project-based organizations (PBOs) in Australia	A company has market and hierarchy culture, B company has market culture, C company has hierarchy culture, D company has clan culture
6	Indra, D., Cahyaningsih, E., & Catur, W. (2015)	Knowledge Management: Organizational Culture in Indonesian Government Human Capital Management	Government Ministries/agencies	Government ministries/agencies have hierarchy culture
7	Valmohammadi, C., & Roshanzamir, S. (2015)	The guidelines of improvement: Relations among organizational culture, TQM and performance	Tehran's pharmaceutical companies	Tehran's pharmaceutical companies have hierarchy and market culture
8	Jacobs, R., Mannion, R., Davies, H. T. O., Harrison, S., Konteh, F., & Walshe, K. (2013)	The relationship between organizational culture and performance in acute hospitals	English acute hospitals	Small hospitals have domination in clan culture, while large hospitals have domination in market culture

Dyck, Walker, and Caza (2019) investigated organizational culture type from different industries with 137 public organizations in 27 countries using OCAI. This research used international sample of 137 firms to examine the relationship between organizational culture and triple bottom line which are financial, social, and ecological well-being. From their investigation, there were 22 Hierarchy cultures, 6 Clan cultures, 62 Market cultures, and 47 Adhocracy cultures.

Adams, Dawson, and Foureur (2017) identified the predominant culture of an organization which could then assess readiness for change. They did the research in the Maternity Unit in one Australian metropolitan tertiary referral hospital with 120 clinicians as the subject. The maternity units in Australia have Hierarchy culture domination and the preferred culture they wanted is Clan culture.

Arocha (2017) studied the company culture of Apple Inc. using the CVF. Like many successful organizations, Apple Inc. evolved its company culture. By the beginning of its existence, the culture was Adhocracy followed by Clan and Hierarchy. Currently, Apple Inc. adopted Market culture to meet new challenges.

Sadighi (2017) analyzed organizational culture on SMEs at tele-healthcare industry in the United Kingdom. The CVF was used as a theoretical base for cultural measurement and for the non-financial performance measurement such as product and service quality, process quality, and job satisfaction. The result said that Adhocracy culture was shown as the dominant culture.

Wiewiora and Coffey (2013) wanted to confirm the relationship between organizational culture and knowledge sharing behavior in project-based organizations (PBOs) in Australia. Their primary data sources were captured through questionnaire, interviews, and review of organizational documentation. Angas, Netcom, Gotel, and Ronalco were their cases. Angas had Market and Hierarchy culture, Netcom had Market culture, Gostel had Hierarchy culture, and Ronalco had Clan culture.

Indra, Cahyaningsih, and Catur (2015) believed that organizational culture can be a guide to encourage Knowledge Management (KM) implementation strategy and programs. By using the CVF, they found that State Ministry for State Apparatus

Reform (KEMENPAN&RB), National Institute of Public Administration Republic of Indonesia (LAN), and National Civil Service Agency (BKN) have a strong tendency in using Hierarchy culture, while Clan culture was the preferred one.

Valmohammadi and Roshanzamir (2015) examined the relationship among organizational culture, TQM, and performance in Tehran's pharmaceutical companies. The method used to identify the culture was the OCAI and the result showed that these companies were strong in Hierarchy and Market culture.

Jacobs, Mannion, Davies, Harrison, Konteh, and Walshe (2013) did research on the relationship between organizational culture and performance in English acute hospitals. They found that organizational culture varies across hospitals and over time, and this variation was at least in part associated in consistent and predictable ways. The dominant culture type of small company was Clan. Meanwhile, the dominant culture type of large company was Market.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

#### **3.1 Type of Study**

This research used case study for conducting research through semi-structured interviews. Case study is a strategy of inquiry in which the researcher explores in depth a program, event, activity, or process (Creswell, 2009). The researcher conducted qualitative research to explore and reveal new information, which can be critical to understand the reason, emotion, and beliefs of research objects related to organizational culture. All interviews are recorded by the audio recorder as proof. Each respondent is asked some of question-related to organizational culture.

#### **3.2 Research Site**

The researcher had interviews with the top management of four coffee shops in Yogyakarta named Tim Sandyakala, Journey Coffee and Records, Kupiku, and Nitikusala Food & Coffee. All the top management had the interview in their coffee shops. Each of the four organizations was interviewed in a different time and place. Thus, none was interfered with the interviews.

#### **3.3 Population and Sample**

Sekaran (2003) stated that population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate. Meanwhile, the sample is a subset of the population. In other word, some elements of the population were form the sample. In this research, the researcher used purposive sampling to obtain information from specific target or group (Sekaran, 2003).

This research discovered the organizational culture type used by local coffee shops in Yogyakarta. Thus, the researcher interviewed Dwiky Hary from Tim Sandyakala, Daniel Bagas from Journey Coffee and Records, Imang from Kupiku, and Gilang Irfan from Nitikusala Food & Coffee because their presence in the industry has already been more than six months. The researcher saw this as a point where the coffee shop's culture already settled.

**Table 3.1 The Respondents' Profiles**

<b>Coffee Shop</b>	<b>Name</b>	<b>Position</b>	<b>Background</b>	<b>Number of Employee</b>
Tim Sandyakala	Dwiky Hary	Cofounder / General Manager	Accountancy and business	5
Journey Coffee and Records	Daniel Bagas	Cofounder / Creative	Communication visual design	8
Kupiku	Imang	Owner	Agriculture	7
Nitikusala Food & Coffee	Gilang Irfan Mulia	Cofounder / Operational Manager	Business and management	7

### **3.4 Data Collection**

This research used primary data since the data were taken from top management of coffee shops in Yogyakarta. As mentioned by Sekaran (2003), primary data refers to information obtained firsthand by the researcher for the specific purpose of the research.

In this research, the data were obtained by direct interview. The recorder was used to ease the data processing stage. The interview format began by asking the objects' name and position in the coffee shop as well as the number of employees, followed by the general information of the research's purpose. These questions served as warm-up questions. Following the warm-up questions, six open-ended questions based on the OCAI (Cameron & Quinn, 2006) were asked to the objects:

1. What are the *Dominant Characteristics* in the organization?
2. How is *Organizational Leadership* in the organization?
3. How is the *Management of Employees* in the organization?
4. What is the *Organization Glue* in the organization?
5. What is your *Strategic Emphases* in the organization?
6. What is the *Criteria of Success* in the organization?

### **3.5 Data Analysis and Interpretation**

There were six primary methods in analyzing qualitative research (Creswell, 2009) in this research. These stages are interrelated and it is not necessary to be in order:

Step 1. Transcribing the recorded interviews in an audiotape by typing up the notes and arranging the data in order based on the six major questions in the OCAI (Cameron & Quinn, 2006).

Step 2. Reading all the interviews to obtain the ideas, meaning, sense, and interpretations from the objects interviewed.

Step 3. Analyzing the data with the coding process to organize materials such as texts and images.

Step 4. Generating descriptions of the interviews into more specific themes or categories to find more connections.

Step 5. Representing the interviews into a narrative passage to make it easier in figuring interpretations.

Step 6. Making the interpretations or meaning of the interviews gathered.



## CHAPTER IV

### RESULTS AND DISCUSSION

#### 4.1 Tim Sandyakala Case

Tim Sandyakala (hereinafter referred as to Sandyakala) is a coffee shop specialized in filter coffee and it is a business unit of Darat Coffee Lab (hereinafter referred as to Darat), a roastery in Yogyakarta. The researcher interviewed the general manager of Tim Sandyakala based on OCAI.

##### 4.1.1 Dominant Characteristics

Sandyakala describes itself as a very dynamic place to explore all possibilities that will happen in the future. Dwiky Hary said:

*“Yes, even Sandyakala is wilder than at Darat.”*

*“I’m not sure the trend of milk coffee will last long. We want to survive for the next 10 years and more. We try to predict future innovations that can be applied. Even our business model is still flowing, it is still not fixed because we continue to face change.” (Hary, May 25, 2019)*

##### 4.1.2. Organizational Leadership

Leaders at Sandyakala encouraged the employee to be innovative even though all the risks were on the leaders. Dwiky Hary gave an example:

*“We check it first. Usually, if they make something, there is a discussion first. I always say, ‘You make things, the responsibility is on me.’” (Hary, May 25, 2019)*

### **4.1.3 Management of Employees**

Employees at Sandyakala were willing to take risks in doing innovation. Even one of the signature menus in Sandyakala was created by one of the employees. Dwiky Hary gave an example:

*“The CML menu (one of the signature menus at Sandyakala) was made by one of our baristas. I was just directing. Yes, explore yourself.” (Hary, May 25, 2019)*

### **4.1.4 Organization Glue**

People in Sandyakala had one same interest: coffee. It bonds them together more than anything. Not merely coffee as a drink, but coffee as an industry. As Dwiky Hary said:

*“(Our glue is) in the coffee because we basically like to explore coffee. For example, there is a strange new coffee, that's what makes us gather. Calibrated, sold, and all kinds. We explore it together.” (Hary, May 25, 2019)*

### **4.1.5 Strategic Emphases**

Acquiring new resources was the focus of Sandyakala at that time because they sold good system in all production lines. Dwiky Hary explained:

*“We're making new products but not coffee. Let us be sustainable, not rigid, and so on. We remain fair to all stakeholders. What is developed is not to stop only until the product. What must be sold is the system.”*

*“We have begun the exploration from upstream to downstream. We are now in the middle of the downstream. In the business model, we are more interested in making our own farm, our own roastery, and our own coffee shop. I see the potential here is great.” (Hary, May 25, 2019)*

#### **4.1.6 Criteria of Success**

Sandyakala concerned about its humans. Moreover, Sandyakala wanted these people to get prosperity through the coffee industry. Dwiky Hary mentioned:

*“In terms of human beings, these people can carry out their passion for coffee. We, bachelor degree students, have an opportunity for office work with a salary of tens of millions. In coffee, they can also get it, without sacrificing their passion. They get passion, they get financial.” (Hary, May 25, 2019)*

Furthermore, Dwiky Hary explained that there were many areas of expertise in the coffee industry.

*“There are many parts in the coffee industry. There are digital marketing, writers, research, and so on. We want to know they want expertise in which area. Search for the identity of those we support.” (Hary, May 25, 2019)*

## 4.2 Journey Coffee and Records Case

This research investigated Journey Coffee and Records (hereinafter referred to as Journey). Its concepts are to blend coffee and music together. The researcher interviewed a cofounder at Journey. At Journey, the researcher used the questions based on OCAI and were asked randomly.

### 4.2.1 Dominant Characteristics

Journey describes its organization as a very personal place for everyone works there, including the managers. There are no boundaries between employees and managers since it is a flat organization. As mentioned by Daniel Bagas:

*“There is no partition or hierarchy from the founders to the employees. More to partners.”*

*“...we all feel like one house. The difference is we have different rooms, different ages, so we can put ourselves together.” (Bagas, May 22, 2019)*

### 4.2.2. Organizational Leadership

Like other informal organization, leaders at Journey did not really direct the employees. They tend to mentor them by using the pedagogical method.

*“We never forbid. Even when there is a mistake, it is not immediately told, but rather uses the pedagogical method so that maturity is formed.” (Bagas, May 22, 2019)*

### **4.2.3 Management of Employees**

In making a decision, the founders at Journey always involve their employees, no matter how critical it is. Daniel Bagas gave an example:

*“We always cultivate democracy. For example, I want to make happy hour program. We collect them, ‘Hey, I have an agenda like this, and this, bro. What do you think?’ ‘Oh, this isn't like this, bro.’ And so on. There will be a middle ground there. Almost all of our decisions are two-way, not top-down.” (Bagas, May 22, 2019)*

### **4.2.4 Organization Glue**

Journey’s culture and kinship are the glue that holds everyone in the organization walk together. Daniel Bagas analogized Journey as a house:

*“Kinship but the realm is more professional. There is an unwritten norm that we are trying something together.” (Bagas, May 22, 2019)*

### **4.2.5 Strategic Emphases**

The main mission of Journey is to develop its humans and prepare them to be the next leaders. As Daniel Bagas said:

*“The culture wants to form a new HR. There's no way they will be forever here. Its main mission is to form HR which tomorrow can be a leader. Producing new leaders.” (Bagas, May 22, 2019)*

On the other hand, openness becoming unseparated value within the organization. Daniel Bagas gave an example:

*“Usually if I want to enter personal domains, I invite casual chat when it is near to close, it has started to be quiet like. ‘Are you hungry? Let's eat?’”*  
(Bagas, May 22, 2019)

#### **4.2.6 Criteria of Success**

The definition of success for Journey is simple: to produce new leaders. Daniel Bagas believes that human is an asset, as he said:

*“We consider humans here to be very important. Apart from them being the cogs, it also goes back to the original vision. Because we founders come from souls who want to make something. The three of us are makers ... Starting from there, we are trying to produce new leaders. We believe that a good culture will produce good leaders and can also sustain.”* (Bagas, May 22, 2019)

### **4.3 Kupiku Case**

Kupiku was established with a vision to make coffee as a part of the everyday needs of their customers. The researcher interviewed the owner of Kupiku based on OCAI.

#### **4.3.1 Dominant Characteristics**

Kupiku focuses on how jobs can be well done and always make improvement from the evaluation conducted periodically. Imang told:

*“I prioritize evaluation. If there is something wrong, I immediately remind them. And the evaluation, to like, ‘Where are we now? Where do we want to*

go? What are our past mistakes?' *Every month is applied like that.*" (Imang, May 29, 2019)

#### **4.3.2. Organizational Leadership**

Leaders at Kupiku tend to give the employees trust so that they have confidence in doing their jobs, as Imang said:

*"I give more trust first. When I gave trust, and they are doubtful, they would ask me."* (Imang, May 29, 2019)

Even so, Imang does not lose control over them. The trust given to them is to ignite the next step which is training and coordinating. Imang added:

*"But I still taught first at first. Because of the way people catch something is different. I was like, 'This is your SOP, and this is your job description.' I said, 'During this week's training you should be here first,' so let me test first."* (Imang, May 29, 2019)

#### **4.3.3 Management of Employees**

Kupiku emphasizes openness and participation since Imang positioned himself as a friend, not as an owner. Imang gave an example:

*"I'm open when there's a problem, they tell me, and we finish (the problem) together. I want these people to think of me as his or her friend and mediator if there is a problem."* (Imang, May 29, 2019)

#### **4.3.4 Organization Glue**

When usually employees work because of money, the employees at Kupiku seek for learning. Imang explained:

*“These people want to learn and don’t even need money. They are students, their economy has been fulfilled. So they want to learn and want to know more. How they deal with people. This is a place for learning.” (Imang, May 29, 2019)*

#### **4.3.5 Strategic Emphases**

Maintaining their current market is the main strategy for Kupiku in order to exist and they are trying to extend it by using the quality of the product. Imang said:

*“I really prioritize product quality issues. How do all baristas create coffee tastes the same. And what people ordered today, the next day it will also be the same when they come here again. Yes because of that, all the customers repeat orders. If they experience a different taste, it will be dangerous.” (Imang, May 29, 2019)*

#### **4.3.6 Criteria of Success**

Kupiku focuses on its product. They believe if their product quality is good, no matter who makes it, customers will taste the same. Imang told:

*“Product first. Because if we expect to the employee and the person to leave, your customer will leave, but if they already like the product, no matter who the employee is, people will come here again.” (Imang, May 29, 2019)*



Besides than product, the customer also becoming their main concern, as Imang said:

*“(My definition of success is) when people come here again and always give input.” (Imang, May 29, 2019)*

#### **4.4 Nitikusala Food and Coffee Case**

With the main idea as a place for communities in Yogyakarta, Nitikusala Food & Coffee (hereinafter referred as to Nitikusala) was built. The researcher interviewed the cofounder based on OCAI.

##### **4.4.1 Dominant Characteristics**

At first, Nitikusala wanted to implement a high participation rate among all employees in their decision-making process. However, what happened, in reality, is quite different. Gilang told:

*“These decisions expected to be decided together, but what happened was that most of it was in the management section. For the flow was from management to operations. Sometimes there were some employees that we get involved with but we see the experience first because they are mostly zero experience.” (Irfan, May 27, 2019)*

#### **4.4.2. Organizational Leadership**

In term of leadership, Nitikusala stresses on formal rules, as Gilang simply explained:

*“For example, suppose he was a specialist at cooking, I tried him to set it up at the beginning. Henceforth we make SOPs and all must follow.”*

*(Irfan, May 27, 2019)*

#### **4.4.3 Management of Employees**

In managing employees, Nitikusala tended to keep the discussion within the top management. Even when there was a problem with an employee, he or she should follow the procedures. Gilang explained:

*“Discussions from top management are then shared with employees.”*

*“The meaning is definitely through middle management. It was completed first. If it had impacts on operational problems, it will be discussed in top management.” (Irfan, May 27, 2019)*

#### **4.4.4 Organization Glue**

Nothing special from the organization glue of Nitikusala. They emphasize on professionalism. Gilang Irfan answered:

*“Just professionalism. Because we have a contract at the beginning, a minimum of 3 months and a maximum of 6 months. And that's what holds us together.” (Irfan, May 27, 2019)*

#### 4.4.5 Strategic Emphases

Nitikusala has a dream to be a market leader. However, what they can reach currently is producing their employees to be better. Gilang explained:

*“All companies certainly want to be the market leader. However, what we can reach now is we develop employees because the other managements and I focused on developing people.” (Irfan, May 27, 2019)*

Gilang gave an example of their employees who developed pretty good:

*“There are many examples of successful employees. There are B, C, and D. The most recent one is E. E’s progress is the best besides B. He starts from the server continues to be a barista. This means that we allow employees to continue learning. Even though there are cashiers or servers, if they are interested in the world of coffee and cooking, why not? There is a career path.” (Irfan, May 27, 2019)*

#### 4.4.6 Criteria of Success

Nitikusala’s criteria of success are both customers and employees. They want to make a valuable experience for them, as Gilang Irfan mentioned:

*“Our success is if there are employees at Nitikusala or customers get something after Nitikusala. For example, because there are many communities in Nitikusala, they can learn. There are customers who initially don't know politics, but because they come to Nitikusala and there are events that discuss politics, they can learn from there. Even with the employee. When they come out, they can get a good experience.” (Irfan, May 27, 2019)*

## CHAPTER V

### CONCLUSION & RECOMMENDATION

#### 5.1 Conclusion

According to the research that had been conducted, the researcher arranged the conclusion per case in order to breakdown and elaborate on what happened in each organization. The research has examined the type of culture used by local coffee shops at Yogyakarta. Applying Cameron and Quinn's (2006) CVF, findings from this research have demonstrated that each organization has its own type of culture even though in the same industry.

The *Dominant Characteristics* (DC) on those four coffee shops are quite different. Sandyakala was a dynamic and entrepreneurial place, where people are willing to stick their necks out and take risks. Journey, at the other hand, was a personal place and like extended family, where people share of themselves. Kupiku and Nitikusala were controlled and structured places, where formal procedures govern what people do.

Second instrument, which is *Organizational Leadership* (OL), are different as well on each organization. The leaders in Sandyakala exemplify entrepreneurship, innovation, and risk taking. In Journey and Kupiku, the leadership style was mentoring, facilitating, or nurturing. Meanwhile at Nitikusala, the leadership considered to exemplify coordinating, organizing, or smooth-running efficiency.

For the *Management of Employees* (ME), management style in Sandyakala was characterized by individual risk taking, innovation, freedom, and uniqueness. Journey and Kupuki were the same, where the management style was characterized by

teamwork, consensus, and participation. At Nitikusala, they emphasized on security of employment, conformity, predictability, and stability in relationship.

The *Organization Glue* (OG) of Sandyakala was commitment to innovation and development and emphasis on being on the cutting edge. Journey and Kupiku had the same glue, which was loyalty and mutual trust. For Nitikusala, the thing that hold people together were formal rules and policies, where maintaining smooth-running of organization is important.

Meanwhile in *Strategic Emphases* (SE), Sandyakala emphasized acquiring new resources and creating new challenges, as well as prospecting for opportunities. Journey and Nitikusala emphasized human development of their employees or customers. For Kupiku, they emphasized competitive actions and achievement.

The last instrument, *Criteria of Success* (CS), of Sandyakala and Journey were the same. They defined success on the basis of human development of human resource, teamwork, employee commitment, and concern for people. On the flip side, Kupiku and Nitikusala defined success on the basis of winning the marketplace and outpacing the competitors.

**Table 5.1 Conclusion of OCAI at All Coffee Shops**

		Instrument					
		DC	OL	ME	OG	SE	CS
Coffee Shop	Sandyakala	A	A	A	A	A	C
	Journey	C	C	C	C	C	C
	Kupiku	H	C	C	C	M	M
	Nitikusala	H	H	H	H	C	M

C = Clan; A = Adhocracy; H = Hierarchy; M = Market

Based on the data gathered from those four local coffee shops, it can be concluded that each organization had its own type of culture and this cannot be generalized based on its scale nor industry. The research from Wieeiora and Coffey (2013) proved that in PBOs industry in Australia, each company has its different style in culture. The preferred culture of an organization is based on the vision of the leader or owner for his or her business. Nevertheless, in some cases like Journey, the values can be unwritten because it has a more organic culture or by experience over time (Tidor, Gelmereanu, Baru & Morar, 2012).

Typically, organizations were not depending on one type of culture. Meaning, they still possessed one or two instruments that were dependent on the different types of cultures even though they had one dominant type of culture. This research examined how every organization had its own preferred culture.

Sandyakala was settled with its Adhocracy, Kupiku was confidence with its Clan and Market, while Nitikusala was strong with its Hierarchy. On the flip side, Journey had fully one type of culture which was Clan by meeting all instruments. However, it should be taken note that this culture had big probability to change over time since it was following the needs of organizations (Cameron & Quinn, 2006). There were two interesting things could be found from this research. From the cases gathered, there was no organization which had domination in Market culture. Meanwhile, all organizations included Clan's instrument since they tried to be concerned about their people in different ways.

There was no result showing the dominance in Market culture that had been strengthened by Arocha (2017). Typically, an organization that uses this is a developed organization. Hence, it made sense that Sandyakala is settled with Adhocracy since they wanted to pursue innovation and acquire new resources. The phenomenon that all respondents had Clan culture aspect was not a new thing. When Sadighi (2017) analyzed the tele-healthcare industry in the United Kingdom, all organizations had Adhocracy culture aspect. Cameron and Quinn (2006) also stated that it was very possible for a company to have all CVF culture aspects though only one or two that dominated.

## **5.2 Limitation and Recommendation**

### **5.2.1 Limitation**

Although this research offered an interesting phenomenon according to the type of culture used by organizations, this research had some limitations.

1. A limited number of the respondent, hence this was unable to capture the big phenomenon of the emerging local coffee shop industry
2. This research could not find the dominance of Market culture in SMEs in the local coffee shop industry
3. The data gathered was only taken from the founders of the organizations

### **5.2.2 Recommendation**

The researcher believes that this research is useful to obtain organizational culture phenomenon.

1. The manager at the coffee shops could comprehend what type of culture they have currently to match with the orientation of the company
2. More respondents in the same scale and industry would be necessary to see from the bigger picture
3. Find a more comprehensive answer to why local coffee shops industry is hard to find with dominance in Market culture
4. Data should be gathered from both top management and employees to see if the culture is well spread in the whole organization's activity
5. The CVF analysis could be more comprehensive if conducted with both qualitative and quantitative method
6. It is important to conduct longitudinal study to see the changing of culture over time in an industry



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## APPENDIX 1

### TIM SANDYAKALA INTERVIEW TRANSCRIPT

**Name** : Dwiky Hary  
**Position** : General Manager/Cofounder  
**Tenure** : 1.5 year  
**Date of Interview** : May 25, 2019  
**Type of Interview** : Direct interview

A = Arista; D = Dwiky Hary

A : Visinya Senja kayak gimana, sih?

D : Itu visi idealismenya kita. Kita pengen bikin sebuah *coffee shop* yang dimana kita bisa lebih *explore* dari kopinya, menunya, baristanya, bahkan sampai ke limbahnya yang dihasilkan kopi dan *coffee shop* ini. Kita sudah mulai penjajakan dari hulu ke hilir. Kita sekarang ada di tengah sampai hilir. Di bisnis modelnya kita lebih pengen membuat kebun sendiri, roastery sendiri, *coffee shop* sendiri. Aku melihat potensinya di sini besar. Contohnya kita mengandalkan *coffee shop*, padahal kita *cost leadership*-nya nggak terlalu banyak. Lebih tepatnya membangun ekosistem yang lebih ke dalam.

A : Hulunya sudah dikerjain?

D : Kita lagi punya *project* di Kaliakrik, Magelang. Masih baru tahun ini. Ada banyak kebun warga di sana. Jadi waktu kita bikin acara Frinsa itu, yang punya kebun datang dan minta buat dibantu untuk mengelola kebunnya. Berhubung kita belum

punya kopi dari Jawa Tengah, oke kita gabung. Apa yang kita terapkan di Sumatra dan Jawa Barat kita aplikasikan di situ. Sementara ini seperti itu dulu. Tujuan kita punya kebun sendiri sekitar 5-10 tahun lagi. *At least* kita sudah punya *basic*-nya. Kita banyak mengumpulkan talenta-talenta itu di Senja. Ada satu barista di sini, dia lulusan teknologi pangan. Kedepannya, dia diagendakan nggak cuma jadi barista tapi juga masuk ke dalam bagian *research and development*. Juga ada talenta lainnya. Kalau aku lihat anak-anak di Senja itu lari ke kopi karena nggak diterima sama pekerjaan yang sama dengan latar belakang pendidikan mereka. Makanya, aku pengen membuat mereka bisa mengaplikasikan apa yang mereka pelajari semasa kuliah di industri kopi. Sehingga, kopi nggak cuma sekedar jadi pelarian mereka. Bahkan banyak *coffee shop* di luar yang timnya itu justru S2.

A : Budaya kerja di Senja kayak gimana?

D : Kita tumbuh bareng. Selain *servicing*, mereka juga belajar. Ada yang eksplorasi sendiri, ada yang kita kasih. Biasanya kita memberi kebebasan untuk menggali *passion*-nya mereka itu. Karena mereka belum tahu pengen kopi tapi di bagian mananya. Karena di kopi itu kan ada banyak bagian. Ada yang *digital marketing*, penulis, *research*, dan sebagainya. Kita pengen tahu mereka mau *expertise* di area mana. Pencarian jati diri mereka yang kita *support*.

A : Apakah bisa dibilang kalau Senja itu tempatnya dinamis banget, atau banyak inovasi?

D : Iya. bahkan Senja lebih liar daripada di Darat Coffee Lab (*Roastery* milik Dwiky). Kalau di sana masih liar karena Senja masih dalam fase pencarian jati diri. Meskipun sudah cukup lama, tapi dibikin liar eksplorasinya agar bisa terus berinovasi. Aku nggak yakin *trend* kopi susu akan bertahan lama. Padahal kita

pengen bertahan sampai 10 tahun ke depan dan lebih. Kita coba *forecasting* inovasi apa kedepannya yang bisa diterapkan. Bahkan bisnis model kita masih mengalir, nggak *fixed*. Karena kita kan terus menghadapi perubahan.

A : *Market*-nya Senja sendiri?

D : Kita sedang berusaha untuk melebarkan *market niche* kita. Karena selama ini kita masih *niche* yang spesifik banget, orang-orang yang bener suka kopi. Terlebih lagi *brand* kita sudah cukup kuat.

A : Tipikal para *leader* di Senja memperlakukan pegawainya seperti apa?

D : Sebenarnya kita lebih nyantai aja. Kita kan ngasih SOP segala macam, tapi kita ngasih mereka satu *spot* untuk empati. Misal ada hal yang diluar SOP, mereka harus bisa nge-*bend*, ngebelokkan. Misal kita nggak pakai *double shot* espresso. Misal ketika kita ada event, ada nenek-nenek yang susah jalan tiba-tiba ada di sana. Makanya keluwesan barista penting buat kita. Sehingga mereka bisa membuat *decision making* mereka sendiri agar lebih tepat. Selama nggak nge-*break* nggak masalah.

A : Kamu pengen pegawaimu *achievement oriented* atau masih harus membimbing mereka sedemikian rupa, atau seperti apa?

D : Untuk *output* masih menjadi masalahku. *Concern* utama kita sekarang adalah *resource* kita. Kayak yang aku bilang tadi, karena kita pengen membuat sebuah tim untuk masa depan. Bagaimana mereka bisa menghadapi *trend* yang ada. Saat ini aku nggak tahu apakah budayanya Darat terlalu mencengkram ke Senja sehingga mereka masih agak takut. Maka kita sedang berusaha apakah mungkin embel-embel Darat dilepas dari Senja. Bahkan aku baru tahu kalau banyak orang yang takut

ngelamar ke Senja karena Darat. Mereka takut kalau ilmu mereka dianggap terlalu cetek. Satu baristaku, dia sudah kerja jadi barista 9 bulan, posisinya sudah semacam senior barista tapi ketika di Senja di harus mulai dari nol, sedangkan nggak banyak yang mau.

A : Kenapa harus mulai dari nol lagi?

D : Karena ada *workflow* yang berbeda. *Basic knowledge* juga berbeda. Contohnya literasi. Misalnya *steam* itu apa. Kebanyakan mereka *best practice* tapi nggak tahu literasinya. Ada kesalahan dimana mereka nggak diajari sesuai SOP. Bahkan kalau di luar setiap barista punya SOP-nya masing-masing. Kalau di Senja SOP-nya jadi satu.

A : Ada nggak beberapa hal penting yang diputuskan secara konsensus?

D : Mungkin lebih kayak ke menu. Menu CML itu yang bikin anak-anak barista. Aku cuma *directing* aja. *Signature* menu mereka bahkan bisa buat. Ya itu, *explore* sendiri.

A : Kalau barista boleh *risk taking* apakah ada *controlling* dari kamu?

D : Kita cek dulu. Biasanya kalau mereka buat sesuatu, ada diskusi dulu. Aku selalu bilang, “Kalian buatlah sesuatu, tanggung jawabnya di aku.” Mereka jadi agak terbebani, malah takut buat berinovasi, padahal sudah dibebaskan. Cuma beberapa aja yang nggak gitu. Itu yang sedang kita berusaha untuk tekankan lagi.

A : Apa yang merekatkan orang-orang yang ada di Senja?

D : Biasanya di kopinya. Karena kita *basic*-nya sama-sama suka eksplor kopi. Misal ada kopi baru yang aneh, itu yang bikin kita ngumpul. Dikalibrasi, dijual, segala

macam. Eksplor bareng gitu. Kadang juga makan bareng, liburan bareng. Suka ada curhatan pribadi juga.

A : Definisi sukses buat Senja apa?

D : Dari sisi *human*-nya, anak-anak ini bisa menjalankan passionnya dia di kopi tapi tidak mengorbankan penghasilan. Kita anak-anak S1 punya *opportunity* buat kerja kantoran dengan gaji puluhan juta. Di kopi juga bisa mendapatkan itu, tanpa mengorbankan *passion*-nya. *Passion* dapat, finansial dapat.

A : Kalau dari produknya?

D : Kita lagi buat produk baru tapi bukan kopi. Biar kita bisa *sustainable*, nggak kaku, dan sebagainya. Kita tetap adil kepada semua *stakeholder*. Yang dikembangkan adalah jangan sampai berhenti cuma sampai produk. Yang harus dijual adalah sistem.

A : Ada gambaran untuk menguasai *market*?

D : Sebenarnya Senja itu kemungkinan akan menjadi Senja. Maksudnya dia akan jadi Senja yang satu. Kita pengen bikin Senja-Senja yang lain di kota lain yang menyesuaikan dengan kondisi di kota itu. *Red line*-nya tetap sama.

A : Kalau bisa dibilang, produknya senja akan jadi unik?

D : Yang aku tawarkan ke investor adalah sistem. Kalau sistem ini sukses, kita bisa buka dimanapun. Tapi bersabarlah dengan Senja karena ini bisnis jangka panjang.

## APPENDIX 2

### JOURNEY COFFEE & RECORDS INTERVIEW TRANSCRIPT

**Name** : Daniel Bagas  
**Position** : Creative/Cofounder  
**Tenure** : 1 year  
**Date of Interview** : May 22, 2019  
**Type of Interview** : Direct interview

A = Arista; D = Daniel

A : Visi Journey bagaimana?

D : Untuk jadi *creative hub* di musik dan juga bidang kreatif yang lain.

A : Dominan karakteristik orang-orang di Journey budayanya bagaimana?

D : Nggak ada sekat atau hierarkis dari *founders* ke pegawai. Lebih ke partner.

Budayanya ingin membentuk SDM baru. Nggak mungkin mereka selamanya di sini.

Misi utamanya pengen membentuk SDM yang besok bisa jadi *leader*. *Producing*

*leaders* baru. Kita nggak pernah ngelarang. Bahkan ketika ada salah, nggak

langsung dikasih tahu, tapi lebih menggunakan metode pedagogi agar

kedewasaannya terbentuk.

A : Dalam pengambilan keputusan, yang dilakukan Journey seperti apa?

D : Kita selalu membudayakan demokratis. Seumpamanya aku pengen bikin *happy*

*hour*. Kita kumpulkan. “Eh aku punya agenda gini, gini, gini. Menurut kalian



gimana?” “Oh, ini kurang begini, mas.” Dan seterusnya. Disitu nanti ada jalan tengahnya. Hampir semua keputusan kita ngomong dua arah, bukan *top-down*.

A : Pegawai di sini kebanyakan *experienced* atau *zero skill* ketika masuk?

D : Hampir semuanya *zero skill*. Tapi mereka setidaknya sudah mengulik-ngulik sendiri. Setidaknya *basic*-nya tahu. *Skill* bisa diolah di lapangan. Yang penting kalau di sini *attitude*. Yang dibentuk adalah *attitude*. Balik lagi, kalau kamu nggak punya *attitude*, nggak akan jadi *leader*.

A : Kalau ada barista yang punya pekerjaan atau kegiatan di luar nggak masalah berarti?

D : Nggak masalah. Di sini kan ada kontrak, tapi kemarin ada orang yang berminat untuk bekerja di sini tapi nggak bisa terikat kontrak karena dalam beberapa bulan ke depan ada rencana untuk ngelamar di *coffee shop* lain. Kita nggak masalah karena dia sudah *digging* tentang kopi dan kalau kemampuannya nggak dipakai ya sayang. Kita *open* aja untuk masalah seperti itu.

A : Hal yang merekatkan orang-orang yang ada di Journey itu apa?

D : Nggak semuanya *into* ke musik banget. Cuma ya itu tadi, bahwa budaya kita nggak ada hirarkis. Makanya kita semua ngerasa kayak satu rumah. Bedanya kita ada yang beda kamar, beda usia, jadi bisa saling menempatkan diri. Kekeluargaan itu iya tapi ranahnya lebih profesional. Setidaknya di sini ada norma tidak tertulis bahwa kita sama-sama mengusahakan sesuatu.

A : Pegawai yang ada di sini ketika pertama kali masuk apakah diberi tahu tentang norma tidak tertulis itu?

D : Nggak. *By culture* aja. Ada satu keunikan. Bahkan budaya itu nggak cuma terjadi di internal kita. Itu juga terjadi di tingkat *customer*. Ada banyak *customer* yang sering ke sini, ngobrol-ngobrol sama barista, dan seterusnya, ya sudah sudah seperti teman. Bahkan antara *customer* dan barista ada yang bikin *project* bareng. Yang seru di situ. Oke, berarti energi yang terbentuk di Journey bagus, nih.

A : *Long-term strategy*-nya seperti apa?

D : Kita sedang mengusahakan *space* baru di atas. *Space* yang lebih serius. Secara menu, penyajian, dan semuanya agar lebih *proper*.

A : Produk yang ada di sini ngikutin *trend market* nggak?

D : Sangat mengikuti *market*. Es kopi itu kan *mass* banget pasarnya. Kita nggak pernah mencoba yang serius banget. Dari segi menu kita tidak pernah merasa spesial. Yang bikin beda adalah budaya dan *hospitality*. Terus bagian musik, apakah musik yang cuma jadi jargon atau musik yang benar-benar musik sampai ke DNA-nya, nih.

A : Orang-orang yang kerja di belakang bar ini ngerti musik juga nggak?

D : Pada akhirnya iya. Bahkan ada yang bikin band juga. Semua itu berjalan secara natural. Bahkan aku juga diajak ngeband. Oke, jalan.

A : Apakah pegawai ketika ada keluhan akan menyampaikan secara terbuka ke manajemen?

D : *Open*. Biasanya ada *treatment* khusus. Para pegawai mau nge-*shift* atau nggak tetap kesini karena sudah sedekat itu. Udah kayak rumah. Biasanya kalau aku ingin

memasuki ranah-ranah pribadi, aku ngajak ngobrol santai waktu sudah mau tutup, kan sudah mulai sepi, tuh. “Laper nggak? Makan yuk?” Ntar juga keluar sendiri.

A : *Criteria of success* dari Journey?

D : Kami menganggap manusia yang ada di sini sangat penting. Terlepas mereka sebagai roda-roda penggerak, itu juga balik lagi ke visi awal. Karena kami yang *founders* itu berasal dari jiwa yang pengen bikin sesuatu. Kami bertiga *makers*. Cuma bedanya di ranah yang berbeda-beda. Yang satu orangnya *maker event*, aku lebih *maker* musik dan desain, satunya lebih ke interior dan arsitek, tapi kami sama-sama suka musik. Berawalanya dari situ, kita berusaha untuk memproduksi *leaders* baru. Kami percaya kalau budaya yang bagus akan menghasilkan *leaders* yang bagus juga. Bsia *sustain* juga.

A : Cara untuk memastikan bahwa pegawai di sini jadi *the next leaders* itu bagaimana?

D : Secara tidak langsung akan terlihat setelah lewat dari 5-6 bulan. Kelihatan tuh *talents*-nya. Kita nggak pernah yang kayak gimana, tapi secara langsung akan terlihat sendiri secara organik. Itu pasti. Bahkan orang yang nggak sefrekuensi akan tereliminasi sendiri. Kami merhatiin pegawai di sini banget.

A : Tingkat keluarnya pegawai tinggi nggak di sini?

D : Rata-rata satu pegawai bisa sampai 5-6 bulan. Dulu itu ada yang cuma sampai 2 bulan karena dia kecapekan, masih kuliah, dan sebagainya. Dan kita mengerti. Jadi ya nggak masalah. Cuma kan ada kontrak kalau kerja di sini minimal tiga bulan. Bukannya apa-apa, tapi biar kamu bisa ngerasain budayanya kita kayak gimana. Ada pelajaran apa sih yang bisa kamu dapat.

A : Ada pegawai yang dari awal Journey ada sampai sekarang?

- D : Ada. Ada satu. Ini orangnya. *Bonding*-nya kuat.
- A : Kalau evaluasi atau *general meeting* membahas apa biasanya?
- D : Biasanya lebih kepada *customer*. Apakah ada *advice*, keluhan, dan sebagainya, itu pasti dibahas. Terus semacam kayak setiap orang *test skill* untuk menjaga *QC*. Yang ketiga, mereka punya *insight* apa untuk mengembangkan Journey. Biasanya kan kita sudah ada agenda sendiri. Misal, kita mau bikin ini, caranya gini. “Ada yang punya pendapat nggak?” Karena kami melibatkan semua, benar-benar semua pegawai. Kita percaya kalau banyak ide itu pasti membangun.
- A : Ketika penjualan menurun, yang *meeting* kalian bertiga atau semuanya?
- D : Tetep semuanya.
- A : Produknya sering ganti nggak?
- D : Ganti nggak, nambah iya. Yang nambah ada yang dari masukan *customer*, yaitu *red velvet*. Bahkan waktu meeting kita bikin top 10 menu. Dan *red velvet* masuk ke dalam top 10 itu. Berarti kan *customers feedback* penting banget nih buat kita. Seterbuka itu. Bahkan ada satu barista yang *digging* kopi dan musik. Dia suka nge-*blend* apa dan sebagainya. “Masukin ke menu dong, mas.” “Oh, boleh banget. Ntar tinggal dirapatkan.” Kalau semakin aktif, berarti semakin yakin kalau budayanya benar.
- A : Pada bulan ke berapa yakin kalau budaya ini cocok banget buat Journey?
- D : Bulan kelima. Sebelumnya masih sibuk buat nge-*develop* yang lain. Setelah bulan kelima itu baru nemu *pattern* gimana agar bahasa dua arah ini berjalan dengan baik. Karena kan mereka ujung tombak kita.

## APPENDIX 3

### KUPIKU INTERVIEW TRANSCRIPT

**Name** : **Imang**

**Position** : **Owner**

**Tenure** : **2 year**

**Date of Interview** : **May 29, 2019**

**Type of Interview** : **Direct interview**

A = Arista; I = Imang

A : Kupiku ini tujuan atau visinya seperti apa?

I : Aku pengen ngajak semua orang ngopi di tempat aku dari anak-anak sampai bapak-bapak, dan aku punya *mindset* kalau kopi sudah jadi kebutuhan. Dengan caraku jual harga yang murah, aku pengennya orang datang kesini bukan pas lagi pengen tapi menganggap kopi sebagai kebutuhan. Dengan cara seperti ini, diharapkan akan banyak *repeat customer*.

A : Banyak nggak yang *repurchase*?

I : Banyak. Kebanyakan disini malah *repeat order*. Jadi misal kamu ke sini, bakalan lihat orang yang sama lagi. Tipikal customer di sini emang gitu. Kalau ada orang baru pertama kali kesini, kebanyakan besoknya akan kesini lagi.

A : Kelebihannya Kupiku dibandingkan dengan *coffee shop* yang lain?

I : Mungkin harga. Aku memang mengutamakan masalah kualitas produk. Gimana caranya semua barista rasanya sama. Dan apa yang orang pesan hari ini, besoknya

rasanya juga akan sama ketika dia kesini lagi. Ya karena itu, *customer*-nya *repeat order* semua. Kalau mereka mengalami rasa yang berbeda, akan bahaya.

A : Pernah tanya ke *customer* nggak apa yang bikin mereka tetap kesini?

I : Masalah tempat, harga, macam-macam. Mereka sudah nyaman ada di sini. Walaupun tempat nggak terlalu besar, tapi orang-orang yang kesini udah nyaman aja. Dan juga produknya.

A : Budaya kerja yang ada di sini gimana?

I : Aku mengutamakan evaluasi. Kalau ada yang salah langsung diingatkan. Dan evaluasi itu, untuk kayak, “Sampai dimana sih kita sekarang? Apa sih yang pengen kita tuju? Apa sih kesalahan-kesalahan kita yang dulu?” Setiap bulan diterapkan kayak gitu. Dan aku menganggap diriku bukan sebagai *owner*, tapi ke rekan kerja. Aku bisa menempatkan diri lah. Jadi orang ini udah nggak ada rasa takut ketika ketemu aku lagi.

A : Evaluasi yang seperti apa?

I : Misal ada komplain, ini kenapa kenapa dan seterusnya. Aku nggak terlalu mempermasalahkan *sales* di sini. Kalau kita sudah senang melakukan hal itu dan nggak ada tekanan, orang akan *happy* dan akan berdampak ke *sales*. Maka dia akan jadi lebih profesional lagi.

A : Manajer yang ada di sini cuma kamu atau ada lagi?

I : Dulu aku punya *store manager*. Aku sudah nyerahin semua ke dia. Jadi tinggal *controlling* aja. Tapi karena belum dapat orang yang sesuai, aku yang *handle* semua. Dari produk, marketing, dsb.

- A : Cara kamu memimpin orang-orang disini gimana?
- I : Aku terbuka aja sih kalau ada masalah, dia cerita, kita selesaikan bareng-bareng. Karena aku pengen orang ini nganggap aku sebagai temannya dan penengah kalau ada masalah.
- A : Barista di sini dibimbing banget nggak?
- I : Enggak. Aku lebih ngasih kepercayaan dulu. Ketika udah ngasih kepercayaan, dan dia ada ragu, dia akan tanya ke aku. Tapi tetep aku ajarin dulu di awalnya. Karena cara orang menangkap sesuatu itu beda-beda dan ada yang nggak langsung masuk ke otaknya di hari itu juga. Aku kayak, “Ini SOP mu, ini *job description*-mu”, dibagi dulu. Aku bilang, “Waktu *training* minggu ini kamu di sini dulu,” jadi biar *test* dulu.
- A : Kamu menuntut tinggi karyawanmu nggak?
- I : Enggak karena kalau kamu terlalu menuntut, maka kamu nggak mengevaluasi diri kamu. Yang paling penting itu ketika SOP-mu harus dievaluasi terus. Kita berhadapan dengan kepala yang berbeda-beda. Ketika ada masalah, ya diubah.
- A : Disini ada berapa karyawan?
- I : 5 barista 1 *kitchen*, 1 *content creator*
- A : Apa yang bikin mereka dekat?
- I : Aku memposisikan diri sebagai teman mereka. Bisa diajak bercanda, curhat, dst. Jadi nggak canggung lagi. Orang ini sama-sama pengen belajar dan rata-rata baristaku disini malah nggak butuh duit. Yang bisa dikatakan dia mahasiswa,

ekonominya sudah terpenuhi. Jadi dia pengen belajar dan pengen tahu. Gimana sih cara mereka berhadapan dengan orang banyak. Ini jadi tempat belajar.

A : Definisi suksesnya Kupiku?

I : Ketika orang datang lagi kesini dan selalu memberi masukan.

A : Ada kepikiran buat jadi *market leader*?

I : Nggak ada. Aku nggak seegois itu. Aku udah punya prinsip kalau kopi sudah jadi budaya dan kebutuhan masing-masing. Aku harap *coffee shop* itu udah kayak pecel zaman sekarang. Pecel itu kan yang membedakan cuma sambelnya. Dan kopi itu suatu saat akan seperti itu.

A : Berarti yang paling penting itu *customer*, karyawan, atau produk?

I : Produk dulu. Karena kalau kita mengharapkan karyawan dan orang itu keluar, *customer*-mu akan pergi, tapi kalau mereka sudah suka sama produknya, nggak peduli siapa karyawannya, orang akan kesini lagi.



## APPENDIX 4

### NITIKUSALA FOOD & COFFEE INTERVIEW TRANSCRIPT

**Name** : Gilang Irfan

**Position** : Cofounder/Operational Manager

**Tenure** : 6 months

**Date of Interview** : May 27, 2019

**Type of Interview** : Direct interview

A = Arista; G = Gilang

A : Visi Nitikusala kayak gimana?

G : Menjadi tempat berkumpulnya para komunitas Jogja untuk menciptakan suatu nilai yang baik. Artinya, nilainya itu nilai yang menciptakan suatu kebaikan yang diinisiasi di Nitikusala.

A : Budaya yang terjadi Nitikusala kayak gimana?

G : Di awal pengennya kita ada *basic* kekeluargaan tapi tetap profesional. Keputusan-keputusan itu diputuskan bersama, cuma yang terjadi kebanyakan kita di bagian manajemennya saja. Untuk bagian *flow*-nya baru dari manajemen ke operasional. Kadang ada beberapa yang kita ikut libatkan tapi kita lihat *experience*-nya dulu karena kebanyakan *zero experience*.

A : *Leaders* di Nitikusala memperlakukan pegawai seperti apa?

G : Selayaknya karyawan. Kita mengakomodasi mereka, tapi tetap profesional karena ini sudah lingkungan kerja.

- A : Ada intervensi seperti dikoordinir banget nggak?
- G : *Mostly* iya. Contohnya kayak misalkan dia sudah spesialis di masak, aku coba dia buat nge-*set* di awal. Untuk selanjutnya kita bikin SOP dan semua harus mengikuti.
- A : Untuk pengambilan keputusan?
- G : Diskusi dari *top management* baru di-*share* ke teman-teman.
- A : Dalam *management employees*, kelebihan *employees* di Nitikusala kayak gimana sih?
- G : Sebenarnya kelebihan mereka jadi kekurangan juga. Kita kan kebanyakan *zero experience*, mereka masih kita bentuk. Kita suka ambil *zero experience* agar mereka banyak belajar untuk mengikuti standar yang ada di Nitikusala.
- A : *Result*-nya ada yang berhasil?
- G : Ada cukup banyak. Ada B, C, dan D. Yang terbaru E. E progresnya yang paling bagus selain B. Dia mulai dari *server* terus jadi barista. Artinya kita membiarkan anak-anak untuk belajar terus. Meskipun ada yang kasir atau *server*, kalau mereka tertarik dengan dunia kopi dan masak, ya kenapa enggak. Ada *career path*-nya.
- A : Antar pegawai yang ada di Nitikusala, yang merekatkan mereka apa?
- G : Profesionalisme aja. Karena kita ada kontrak di awal, minimal 3 bulan maksimal 6 bulan. Dan itu yang merekatkan kita.
- A : Untuk Nitikusala, efisiensi dan *smooth running* itu penting nggak?
- G : Penting. Aku rasa untuk semua bisnis penting.

A : Misalnya ada pegawai yang punya masalah, mereka *open* nggak buat ngomong ke *top management*?

G : Sebenarnya alurnya nggak seperti itu. Artinya pasti lewat *middle management*. Itu diselesaikan dulu. Tapi kalau sampai berdampak ke masalah operasional, baru diomongin di *top management*.

A : Definisi suksesnya Nitikusala?

G : Suksesnya kita kalau ada teman-teman di Nitikusala atau kalau *customer* mendapat sesuatu setelah dari Nitikusala. Contohnya misal karena di Nitikusala banyak komunitas, mereka bisa belajar. Ada *customer* yang awalnya nggak tahu politik, tapi karena datang ke Nitikusaladan ada acara yang membahas politik, mereka bisa belajar dari sana. Pun dengan pegawainya. Ketika mereka keluar, bisa mendapatkan pengalaman yang bagus.

A : Fokusnya Nitikusala lebih mengembangkan pegawai, jadi *market leader*, atau *low cost production*?

G : Semua perusahaan kan pasti pengen jadi *market leader*. Cuma yang bisa kita *reach* sekarang ya kita bisa mengembangkan pegawai. Karena kalau aku dan teman-teman manajemen yang lain, kita ngurusin orang.

A : Perkembangan inovasi produknya cukup tinggi nggak?

G : Di SOP setiap bulannya kita harus bikin menu baru. Cuma pada kenyataannya itu kurang bisa terlaksana. Ada beberapa kali inovasi yang sudah kita lakukan sejak dari awal.

A : Kalau saya lihat banyak promo menu tertentu yang cuma ada di hari itu.

G : Itu adalah cara kita untuk menghabiskan bahan baku. Selain itu untuk menarik pengunjung juga.