

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)