

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