ORGANIZATIONAL CULTURE OF NON-FRANCHISE LOCAL COFFEE SHOP AS A FORM OF SOCIAL ENTREPRENEURSHIP FOR MILENIALS

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ABSTRACT

The increasing number of non-franchise local coffee shops is a good sign for the social entrepreneurship sector. Their endeavor in opening jobs opportunity and improving social welfare are highly respected. During the Covid-19 pandemic, various non-franchise local coffee shops tried to maintain their business sustainability. Knowing the organizational culture could be one of them. In this study, the Organizational culture of non-franchise local coffee shops has measured by the Organization Culture Inventory (OCI) instrument, which involved 43 millennial employees and three owners of seven MSMEs of local non-franchise coffee shops in Bandung, West Java. The results indicate that generally, non-franchise local coffee shops in Bandung has dominated by the Constructive dimension which consists of the following aspects: Humanistic/Encouraging = 82.3%; Affiliative = 83.5%; Achievement = 79.9% and Self-Actualizing = 75.1%. The statement indicates that the various non-franchise coffee shops support each employee to interact with each other, both among employees and the customers as well. In completing their tasks, they prioritize a mutual assistance approach that somehow could support employees' enthusiasm and self-actualization at work.

Keywords: Organizational Culture, MSME, Social Enterpreneurship

INTRODUCTION

Every organization, whether it's a company, agency or even a community, always has uniqueness or characteristics that have been delegated since the organization's inception. In its journey, the various values that are used as a guideline (belief) become guidelines for the ongoing operation of an organization. Organizational culture can be studied through logos, slogans/jargon and narratives about the history behind the founding of the organization or company. The history that has been inscribed by the founders will be manifested as roots or culture that will emerge through the behavior of its members or employees. By measuring the values in organizational culture, researchers can see how the values of an organization can be internalized by its members or employees.

The fundamental problem in measuring or identifying organizational cultural values is their invisible nature. Roger Harrison was one of the first to develop a method for identifying organizational culture. In 1972, Harrison developed an instrument known as Harrison's Organizational Ideology Questionnarie where this instrument measures the ideology of an organization in terms of orientation towards powers, roles, tasks, and individuals. The advantages of this method are the good level of validity and can

show the existing organizational culture and the desired organizational culture. Meanwhile, the weakness is the limited number of cultural types that can be identified.

Furthermore, Kilmann & Saxton (1983) developed a method of measuring organizational culture based on two cultural orientations that generally apply in organizations (Kilmann Saxton Culture Gap Survey – KSCGS), namely: (1) Technical Orientation and Human Orientation, and (2) Short Term Orientation and Long Term Orientation. Thus, in this measurement tool there are four cultural configurations, namely: (a) Short Term Technical Orientation – Task Support, (b) Long Term Technical Orientation – Task Innovation, (c) Short Term Human Orientation – Social Relationships and (d) Orientation Long Term Man – Personal Freedom. The advantage of the KSCGS instrument is that it can predict cultural gaps within an organization. While the weakness of the KSCGS measurement tool is the lack of cultural domains or aspects that are measured so that there are several organizational cultures that should be able to be measured independently but are measured in an integrated manner.

In 1987 Glazser, Zamanou, & Hacker developed an Organizational Culture Survey which measured 6 empirical factors, namely teamworks and conflict, climate and morale, information flow, involvement, supervisions, and meetings. The advantages of this method are that it is easy to use and has a comprehensive development process. Meanwhile, the drawback of this method is that it only discusses things that are visible on the surface.

Further developments occurred in 1989, Cooke & Lafferty also developed a method for identifying organizational culture known as the Organizational Culture Inventory (OCI). This measurement tool was developed in response to the demand for a reliable and valid method of measuring organizational culture that can differentiate between effective and less effective organizations. The cultural impact and gaps between the current and ideal cultural profiles can provide a reference for strengthening effectiveness in developing an organization's long-term plans. OCI can be used to assess both an organization's existing operating culture (i.e., behavioral norms) and its idealized internal culture (i.e., espoused values). The results of measuring organizational culture through OCI are displayed on a pie chart known as the

circumplex, which is used to describe the ideal operating culture and what has happened at this time.
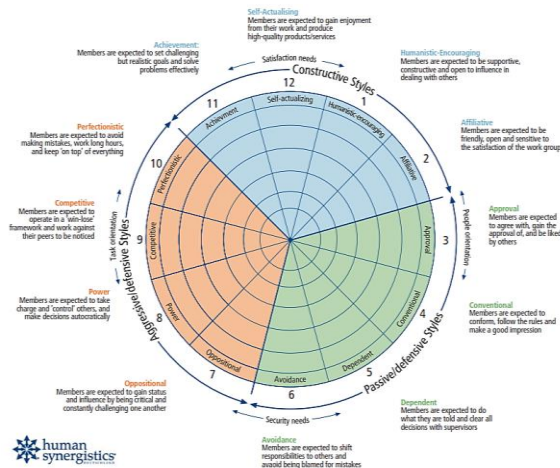

Figure 1. **Circumplex OCI Diagram**

OCI defines organizational culture as a number of moral concepts that reflect behavioral expectations, both directly and indirectly, on a scientific (scientific) basis. The main question from OCI is: "How should an employee or member of an organization behave according to expectations and fit into the organization where they work?" The essence of this approach is the circumplex which shows the expected behavior in twelve categories in an easy-to-understand and practical way (see figure 1. OCI Circumplex Diagram).

Circuplex describes which behavior expectations are relatively typical for a company, compared to other organizations. Through this description, OCI can be used as

an evaluation tool for mindset and management style as well as team culture and customer service behavior (Cooke & Lafferty, 1989). Some of its advantages are a good level of validity, used by many experts around the world today and the results are shown in graphic illustrations.

Organizational culture will depend heavily on the type of industry. As the fourth most populous country in the world, the food and beverage industry in Indonesia plays an important role in economic growth. The food and beverage industry that is currently in great demand, especially in the city of Bandung, is a coffee shop.

The number of coffee shops (coffee shops) that are currently developing in the city of Bandung is due to changes in the lifestyle of the people themselves. Coffee shops no longer only act as a place to meet food needs, but also act as a place to meet social needs and even work. During the easing of PPKM levels, coffee shops became the choice of employees and students to complete assignments online.

In the city of Bandung itself, there are already many coffee shops that stand with their own uniqueness. There are two types of coffee shops that are rife in Bandung. The first type is chain coffee shops/franchises and

coffee shops that are managed independently or non-franchised by local entrepreneurs. The visible difference that can be seen between the two types of coffee industry is that in partnership coffee shops, there are special characteristics that make the atmosphere between one shop and another in a partnership look similar. Whereas in local coffee shops, the atmosphere is very distinctive, adapting to the culture of each coffee shop.

The enthusiasm in establishing a non-franchise local coffee shop business by empowering young people as employees is a manifestation of social entrepreneurship or better known as Socio-preneurship. Based on the local wisdom values that exist in non-franchise coffee shops, researchers are interested in measuring the ideal and actual values of organizational culture in non-franchise local coffee shops in the city of Bandung.

1.1. Organizational Culture in the Perspective of Organizational Culture Inventory

Organizational culture is an interesting research topic to study because the values that exist in an organization's culture will affect the dynamics of an organization. In practice, the internalization of organizational culture in members of the organization or employees will be divided into actual (actual) conditions and ideal (expected) conditions. In order to measure whether or not there is a gap between the actual and ideal conditions and the extent of the gap, it is necessary to develop an Organizational-Culture Inventory (OCI) measuring tool that is appropriate to the subject of this study. The heart of this approach is a pie chart that shows behavior expectations in twelve categories in a way that is easy to understand and practicable (Cooke & Lafferty, 1983).

Individual responses to Organizational-Culture Inventory (OCI) measurements are collected at the organizational level which are then plotted on the circuit (see figure 1. OCI Circumplex Diagram). Cultural styles that are located next to each other in the circumplex (eg Achievement and Self-actualization) are more closely related than typical cultures that are located separately (eg Achievement and Conventional). The following is a description of the components that make up the Organizational-Culture Inventory circumplex (Cooke & Lafferty, 1983):

- Constructive Style

In this dimension, each member is supported to interact with others and take a task completion approach that will help them meet individual satisfaction needs. This dimension measures aspects of achievement, self-actualization, active contribution (humanistic-encouraging), and Interpersonal Relations (Affiliative).

- Passive/Defensive Style

  Members believe they should interact with people in defensive ways that will not threaten their own existence. This cultural style includes, approval culture which is synonymous with agreement or avoidance of conflict, conventional culture (conventional), hierarchical/non-participative culture (dependant), and culture of strict sanctions (avoidance).

- Aggressive/Defensive Style

  In this component, members are expected to carry out tasks with strong commitment (including a culture of confrontation & negativism (oppositional), orientation to power (power), a culture of beating each other (competitive), and perfectionism (perfectionism).

1.1. Local Non-Franchise Coffee Shops for Micro, Small and Medium Enterprises (MSMEs)

The criteria for MSMEs according to Law Number 20 of 2008, namely:

- Micro Business: A business can be said to be a micro business if it has a net worth (assets) of no more than 50 million and a turnover of no more than 300 million. The calculated assets do not include land and buildings for business premises.

- Small business: This is a business group with a net worth of at least 50 million to 500 million and has a sales value of at least 300 million to 2.5 billion rupiah. As with micro businesses, assets that are calculated do not include land and buildings for business premises.

- Medium business: This is a business group with assets ranging from 500 million to 10 billion, and sales of 2.5 billion to 50 billion. As with other business groups, the calculated assets do not include land and buildings.

Non-franchised local coffee shops are managed independently by individuals or groups who have an interest in local

Indonesian coffee, not from large corporate companies.

1.2. Social Entrepreneurship (Sociopreneur).

The simple definition of a social entrepreneur is someone who understands social problems and uses entrepreneurial skills to make changes to social change, especially in the areas of welfare, education and health (Cukier, 2011).

A further definition was conveyed by Palesangi (2013) that social entrepreneurship consists of four main elements, namely social values, civil society, innovation, and economic activity.

- Social Values. This is the most distinctive element of social entrepreneurship, namely creating real social benefits for the community and the surrounding environment.

- Civil Society. Social entrepreneurship generally comes from the initiative and participation of civil society by optimizing existing social capital in society.

- Innovations. Social entrepreneurship solves social problems in innovative ways, including by combining local wisdom and social innovation.

- Economic Activities. Successful social entrepreneurship is generally able to balance social activities and business activities. Business/ economic activities are developed to ensure the independence and sustainability of the organization's mission.

METHOD

This study examines the ideal and actual norm variables for non-franchise local coffee shop employees in the city of Bandung based on the Organizational Culture Inventory (OCI) measurement tool which is presented descriptively based on 3 dimensions and 12 sub- dimensions contained therein, namely Constructive Cultures Style as the first dimension which consists of 4 sub-dimensions namely Achievement, Self-actualization, Human Encouraging and Affiliative; the second dimension is Passive/Defensive Style which consists of 4 sub-dimensions, among others, Approval, Conventional, Dependent and Avoidance; and the third dimension is Aggressive/Defensive Style which consists of 4 sub-dimensions namely, Oppositional, Power, Competitive and Perfectionistic.

According to Riadi, (2016: 33) population is an area or place of object or subject under study, such as people, objects, events, values

and other things that have certain quantities and characteristics to obtain information. The population in this study were employees and local coffee shop owners in the city of Bandung.

According to Sugiyono (2016) the sample is part of the number and characteristics possessed by the population. The sampling method in this study was the sampling technique used, namely non-probability sampling with accidental/incidental sampling techniques.

Sugiyono (2016) defines accidental/incidental sampling as a sampling technique based on coincidence, namely anyone who happens to meet a researcher and can be used as a sample if it is deemed that the person who happened to be met is suitable as a data source.

Data collection was carried out by researchers on 43 employees and 3 owners of seven local coffee shops in the city of Bandung where researchers observed for 1 week, namely: Coffee Shop X1, Coffee Shop X2, Coffee Shop X3, Coffee Shop X4, Coffee Shop X4 and Coffee Shop Coffee X5. Researchers determine employees who can fill out the questionnaire form are those who are positioned as Barista, Waitress, Cook (Chef), Cashier and Shop Manager or Supervisor.

Ideal and Actual Norms in the Organizational Culture of Coffee Shops in the city of Bandung, measured through the Organizational Culture Inventory (OCI) instrument by (Cooke & Lafferty, 1989). This instrument was presented to respondents in pairs (Ideal and Actual) consisting of 96 items on 3 dimensions, namely: (1) Constructive Cultures (consisting of 32 items divided into 4 sub-dimensions of Achievement, Self-actualization, Human Encouraging and Affiliative); (2) Passive/Defensive (consisting of 32 items divided into 4 sub-dimensions of Approval, Conventional, Dependent and Avoidance); (3) Aggressive/Defensive (consisting of 32 items divided into 4 sub-dimensions Oppositional, Power, Competitive and Perfectionistic.

The statement item measurement scale used in this instrument, both for measuring Current culture and Ideal culture, is a five-points Likert scale. The scale for measuring Current culture, starting from 1 which refers to "not at all applied" to 5 which refers to "very applied". Likewise for the ideal culture measurement scale starting

from 1 which refers to "absolutely not hoping to be implemented" to 5 which refers to "very much hoping to be implemented".

The gap between the current culture measurement scores and the ideal culture can follow the following guidelines (Cooke & Lafferty, 1989):

1. The current culture percentile value is obtained, then reduced by the ideal culture value.

2. The greater the distance or value resulting from reducing the current culture value with the ideal culture value (can be - or +), indicating a cultural gap. Between the actual culture and the expected culture.

3. A negative value (-) indicates that the average person who fills in the survey expects efforts to increase current culture so that it can achieve the ideal culture. Conversely, a positive value (+) indicates that the average person who fills out the survey expects efforts to reduce current culture so as to achieve the ideal culture

4. It is important to remember that the ideal culture is a benchmark against which the current culture needs to be improved or lowered.

RESULT AND DISCUSSION

The table below shows an overview of the demographic data of the respondents:

Tabel.1 Participant Data (n=46)

| Category	Total
Sex	
Man	39 people
Woman	7 people
Age	
21-25	30 people
26-30	13 people
31-35	2 people
36-40	1 people
Education	
High School	30 people
Diploma	2 people
Bachelor Degree	11 people
Master Degree	1 people
Others	2 people
Position	
Owner	3 people
Barista	26 people
Waitress	4 people
Chef	2 people
Cashier	4 people
Manager/Supervisor	7 people
Years of Service	
<1	16 people
1 – 3	19 people
4 – 6	11 people

Based on the demographic data of the research sample, all employees and owners of local non-franchise coffee shops who are the subject of this study are millennials. Generation Y or Millennial Generation

classification is formed for those born in 1980 - 1990, or in early 2000.

The results of the analysis of the current culture experienced by local coffee shop employees in the city of Bandung (see Graph 1. Circumplex Current Culture) show that the analysis of current culture is a condition that is actually being experienced by employees in the form of a circumplex.

The results of the circumplex in the form of percentages are shown in table 2 which shows that in general, the Constructive dimension occupies the top position with Affiliative (77.6%) as the highest sub-dimensional and Self-actualizing (71.8%) as the lowest. This indicates that around 35 local coffee shop employees agree that they are happy to work together, are tactful, think about group satisfaction, motivate co-workers, and are open and warm (sub-dimension Affiliative).

While the lowest position is in the Aggressive Style dimension, where the percentage with the smallest value is in the Power dimension (37.5%). This shows that only about 16 employees think that they like to force, attack, take advantage of power, don't like to be questioned, are tough, prefer to do everything themselves and play politics in the workplace in order to have power.
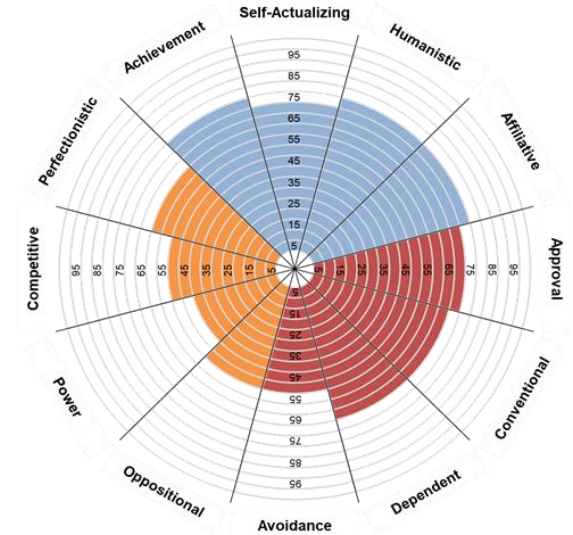
Graphic 1. *Circumplex Current Culture*

Tabel.2 Current Culture Percentage

Style	Persentase
Humanistic / Encouraging	75,4%
Affiliative	77,6%
Achievement	73,6%
Self-Actualizing	71,8%
Approval	68,5%
Conventional	64,6%
Dependent	63,4%
Avoidance	46,6%
Oppositional	49,8%
Power	37,5%
Competitive	49,8%
Perfectionistic	61,6%

The results of the analysis of ideal conditions (ideal culture) as shown in the graph. 2 and Table 3, shows that in general, the Constructive dimension dominates the expectations of employees, where the primary ideal culture is in the Affiliative sub-

dimensional (83.5%) and the secondary Ideal culture is in the Humanistic Encouraging sub-dimensional (82.3%).

This indicates that in addition to expecting an increase in the Affiliative sub-dimensional, coffee shop workers also have expectations of being able to show more concern for the needs of coworkers, involve coworkers in decision making, encourage and encourage coworkers, give positive appreciation and learn. resolve conflicts in a constructive way.
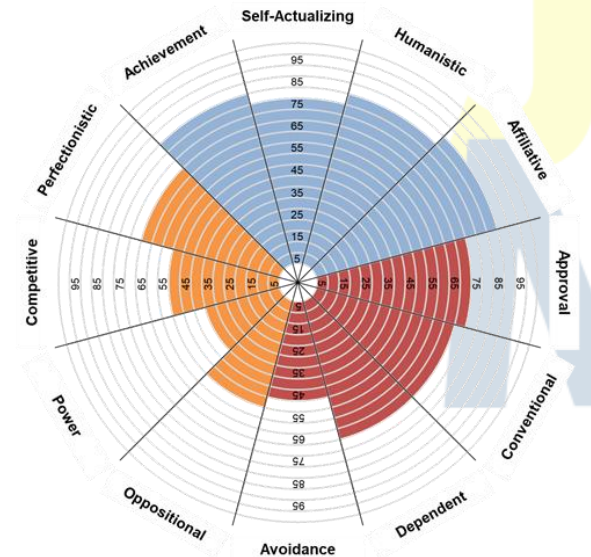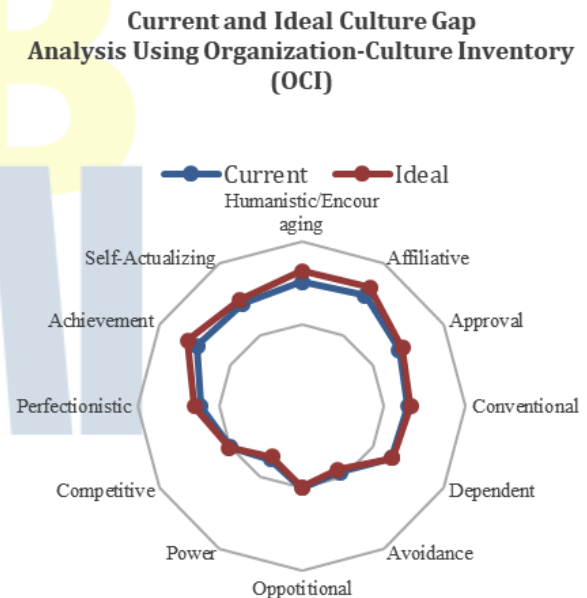

Figure 2. Circumplex Ideal Culture

Tabel.2 Ideal Culture Analysis Result

Style	Persentase
Humanistic / Encouraging	82,3%
Affiliative	83,5%
Achievement	79,9%
Self-Actualizing	75,1%

Style	Persentase
Approval	70,8%
Conventional	66,3%
Dependent	63,7%
Avoidance	44,4%
Oppositional	49,3%
Power	35,7%
Competitive	51,1%
Perfectionistic	65,1%

Furthermore, the gap between the actual conditions (current culture) and the expected ideal conditions (ideal culture) can be seen in the following diagram:

Graphic 3. *Circumplex of Current and Ideal Culture Gap*

Tabel 4. Analysis of Actual and Ideal Culture Gaps.

Style	Current	Ideal	Gap
Humanistic / Encouraging	75,4%	82,3%	-6.9%

Style	Current	Ideal	Gap
Affiliative	77,6%	83,5%	-5.9%
Achievement	73,6%	79,9%	-6.3%
Self-Actualizing	71,8%	75,1%	-3.3%
Approval	68,5%	70,8%	-2.3%
Conventional	64,6%	66,3%	-1.7%
Dependent	63,4%	63,7%	-0.3%
Avoidance	46,6%	44,4%	2.2 %
Oppositional	49,8%	49,3%	0.5 %
Power	37,5%	35,7%	1.8 %
Competitive	49,8%	51,1%	-1.3%
Perfectionistic	61,6%	65,1%	-3.5%

In Graph 3 you can see the gap between the Ideal and the Current culture. Table 4 displays information regarding the gap between the primary and secondary gap in percentage form. The biggest gap (primary gap) in this study is in the Constructive dimension, the Humanistic-encouraging sub-dimensional (-6.93%), which means that with a sign (-) this sub-dimensional is expected to be increased or increased in intensity. Then, the second gap (secondary gap) is in the Achievement sub-dimensional (-6.31%) which means that local coffee shop

employees in the city of Bandung expect them to be able to think more advanced and planned, are challenged to set more difficult targets, pursue standards extraordinary (excellence), more daring to take risks, explore, and work to achieve success.

Meanwhile, the very small gaps are in the Dependant (-) (0.24%) and Oppositional (0.51%) sub-dimensions. This can be interpreted that in general, with a very small gap in the value of the Dependent aspect, non-franchise local coffee employees do not have a tendency not to take initiative, on the contrary they are adaptive, spontaneous, and flexible in making decisions.

While the gap in the value of the Oppositional aspect is the second lowest after the Dependant aspect, indicating that the research subjects greatly minimize conflict at work, support each other's constructive ideas from colleagues, and interact positively.

CONCLUSION

The Organizational-Culture Inventory (Cooke & Lafferty, 1983) is an instrument designed to measure normative beliefs and behavioral expectations regarding the culture that exists within an organization. Normative beliefs are cognitions possessed by an individual regarding the expectations of

others for his behavior as a member of a particular group or organization (Fishbein & Ajzen, 1975). Meanwhile, expected behavior is a set of normative beliefs that exist in members and are ongoing within an organization (Homans, 1950; Mills, 1967). As with expected behavior, applicable standards or norms will serve as specific guidelines for members in working and interacting with one another.

These recommendations and rules for behavior are generally seen as important components in the form of culture that have been formed and reflected by members of the organization (Homans, 1950; Siehl & Martin, 1984; Schein, 1985; O'ReiIy, 1989).).

The first contribution presented in this study is to show the gap between the Actual (current culture) and Ideal (Ideal culture) norms of local coffee shop employees in Bandung. The results of this study indicate that according to the analysis of organizational culture at Bandung local coffee shops based on the Organizational Culture Inventory (OCI) instrument, generally dominated by the Constructive dimension. Organizations with strengths in this dimension support each member to interact with fellow co-workers and other people in order to get work done by helping

each other to fulfill common goals and satisfaction.

In this instrument, the biggest gap (primary gap) and the second highest gap (secondary gap) can be mapped. From the results of the descriptive statistical analysis it was found that the primary gap is in the Humanistic-encouraging sub-dimensional which indicates that employees are expected to maintain and even show more concern for the needs of co-workers, help co-workers to grow and develop, resolve conflicts in a constructive way and Give positive appreciation to colleagues.

The high percentage in the Humanistic-encouraging sub-dimensional (Actual: 75.4%, Ideal: 82.3%) indicates that local coffee shops in Bandung are a type of organization that is managed in a participatory and humanity-centered manner. Members are expected to be mutually supportive, constructive, and open and influence each other in establishing relationships with one another. Humanistic culture leads to effective organizational performance by facilitating individual development and active involvement of members which in turn can result in high satisfaction and commitment to the organization.

The second gap (secondary gap) is in the Achievement sub-dimensional (-6.31%) which means that employees of local coffee shops in the city of Bandung expect that they can think more advanced and planned, are challenged to set more difficult targets, pursue extraordinary standards , more daring to take risks, explore, and work to achieve success.

The high percentage in the Achievement sub-dimensional (Actual: 73.6%, Ideal: 79.9%) indicates that local coffee shops in Bandung also have organizational characteristics that can do things well and respect employees, so they are able to set and achieve their own goals .

Organizational members (in this case coffee shop employees) set challenging yet realistic goals, they develop plans to achieve the goals, and pursue these goals with enthusiasm. Achievement of organizational goals achieved effectively; problems are resolved appropriately, clients and customers are served well, and the orientation of members and the organization itself is in a healthy condition.

Thus, the organizational culture of non-franchise local coffee shops is dominated by the Constructive Style aspect, in which each member is supported to interact with others

and take a task completion approach that will help them meet job satisfaction.

They dare to set measurable targets, create open communication spaces, can serve customers well and get pleasure from work, which leads them to loyalty and work commitment. Of course, this is in line with the spirit of Sociopreneurs and is one of the supporting factors that has made them able to survive through the pandemic, when many MSMEs were in a slump.

The smallest gap on the Aggressive/Defensive aspect shows that the organizational culture of non-franchise local coffee shops is very far from Opposition, Power, Competitive, and Perfectionistic cultures. This means that both owners and employees are very protective of confrontation, do not want to control/control each other, and do not support a culture of competition among themselves and provide space for workers to learn from each other and tolerate mistakes.

Various value gaps (gaps) that have been described through research data can help local non-franchise coffee shop business actors to re-evaluate their operational activities. Recalling that non-franchise local coffee shop MSMEs absorb more labor from various SMK/SMA graduates, it is necessary

to pay attention to the sustainability of the business. Things that need to be improved include encouraging employees to contribute more to service development, supporting employees to be more courageous in achieving targets that have not been achieved, being more courageous in taking opportunities and taking more initiative in taking action, being tougher and tougher and supporting the culture more independent work.

Each agency, institution, company or business unit will have its own organizational culture. The essence of this measurement is to minimize gaps, especially in the aspects of Constructive Style, Passive/Defensive Style and Aggressive/Defensive Style so that each organization can have an ideal and more balanced culture.

Based on the results of this study, the advice that researchers can convey to Bandung local coffee shops is to maintain and improve the Humanistic-encouraging and Achievement organizational culture in order to create a more conducive work environment for employees. It would be better if every coffee shop could create programs that could stimulate creativity and create a work atmosphere where employees feel challenged to be more courageous in exploring their abilities so that they can achieve extraordinary standards.

As for suggestions for similar follow-up research, the researchers suggest that they be able to conduct a comparative study of Organizational Culture between employees of non-franchise local MSME coffee shops and franchise coffee shops. In addition, research on different industries can also be considered.

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