

EXPLORING THE MEANING OF ORGANIZATIONAL CULTURE: A QUALITATIVE STUDY OF THE DYNAMICS OF VALUES AND PRACTICES AT KAYUHAN COFFEE

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ABSTRACT

This research aims to explore the meaning of organizational culture formed at Kayuhan Coffee, a mobile coffee business operating on the roadside. Using a qualitative approach and case study method, this research explores the values, symbols, and work practices that shape organizational culture at Kayuhan Coffee. Data were collected through in-depth interviews, participatory observation, and field documentation. The findings uncover the fact that the organizational culture at Kayuhan Coffee is built on family values, entrepreneurial spirit, and openness in service. Practices such as warm interactions with customers, operational flexibility, and the use of open spaces as social facilities also strengthen the unique character of an adaptive and inclusive organizational culture. This research adds to the knowledge of how organizational culture can be formed and developed in the context of non-conventional small businesses such as mobile coffee, as well as opening space for further studies on the dynamics of informal work culture in the creative economy sector.

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INTRODUCTIONS

Organizational culture is a system of shared meanings shared by organizational members that distinguishes the organization from others. Values, norms, symbols, and work practices that are carried out consistently become an important part of creating organizational identity, both on a large and small scale (Judge & Robbins, 2017). In the context of micro businesses and creative enterprises, organizational culture still vital in shaping patterns of behavior, work motivation, and how to interact with customers and the surrounding environment (Hidayat et al., 2024).

In recent decades, the emergence of unconventional businesses such as 'mobile coffee' has become an interesting phenomenon in the creative and culinary industries in Indonesia. Not only offers beverage products, mobile

coffee also offers unique experiences and social interactions in open spaces, thus creating different organizational interactions from conventional cafes (Guterres et al., 2025). This phenomenon raises questions about how organizational cultural values and practices are built and carried out in such flexible and informal business forms.

Kayuhan Coffee is a clear example of mobile coffee developing in Kediri City. Operating on the roadside with a modified electric bicycle cart, Kayuhan Coffee is not only a place to enjoy coffee, but also a social space where various communities and customers interact. This form of business reflects the distinctive characteristics of a work culture that is non-rigid, collaborative, and close to the community (Santosa et al., 2025). For this reason, it is crucial to further investigate the connection between the organizational culture and its impact.

This research employs a qualitative approach to comprehend the cultural meaning of the organization from the perspectives of entrepreneurs and customers of Kayuhan Coffee. The qualitative approach was selected due to its ability to capture the complexity of values, symbols, and practices that may not always be quantitatively measurable, yet hold significant meaning in shaping organizational identity (Creswell, 2014). Data collection techniques encompass in-depth interviews, participative observation, and documentation of daily activities at Kayuhan Coffee.

Research on organizational culture at the micro level, such as the present discussion, is highly relevant given the growth of the creative economy sector in Indonesia. Previous studies have mostly focused on formal organizations or large companies (Andreas & Gumanti, 2023; Hermawan, 2015; Purwohedi, 2017), while studies on small businesses with more flexible structures are still relatively lacking. Hence, this study contributes to enriching the literature on organizational culture, particularly in the context of small and informal businesses.

Through an analysis of organizational culture within Kayuhan Coffee, this research aims to offer fresh insights into the establishment of work ethics, interpersonal connections, and cultural representations within small businesses rooted in community. The results of this investigation may offer guidance to other enterprises seeking to cultivate a resilient and flexible organizational culture amidst evolving market conditions (Handoko, 2015).

Although organizational culture has been identified as an important factor in strengthening performance and job satisfaction in formal organizations, there is still relatively limited research on the influence of organizational culture among MSMEs in Indonesia, especially those that target culture as a business identity and social symbol. For example, a study (Kurniawan et al., 2024) found that organizational culture significantly influenced employee performance in MSMEs in Tamansari, Tasikmalaya City, confirming the relevance of culture not only to technical but also performative aspects of small businesses. In addition, the study by Utomo et al. (2023) shed light that organizational culture is not solely about internal values, but also about members' authentic engagement that influences business spirit and perceptions of shared identity. Looking at the earlier findings, the study on Kayuhan Coffee is expected to fill the gap in the literature by exploring in depth how visual symbols, family values, and social interactions contribute to the formation of organizational culture as a distinctive business identity in the creative economy sector.

LITERATURE REVIEW

Organizational culture seen as a system of values, beliefs, assumptions, and norms shared by members of an organization. This culture is reflected in the way of work, interactions, and symbols used in everyday organizational life (Judge & Robbins, 2017). Organizational culture becomes an identity that distinguishes one organization from another and affects employee behavior and organizational effectiveness. As revealed by Schein (2004), organizational culture consists of three levels: artifacts (visually visible), espoused values, and unconscious basic assumptions that guide action. Understanding these three levels is essential to exploring the meaning of culture in organizations, especially in small businesses that have informal structures.

The dynamics of values and practices in small organizations, such as microenterprises or MSMEs, often shape their organizational culture spontaneously and organically, rather than through formal structures. Values such as kinship, flexibility, and closeness to customers are more prominent than bureaucratic rules (Wolf, 2013).

Organizational practices in this context are also more adaptive to environmental changes because they are not bound by strict procedures. These practices reflect unique work culture dynamics, such as informal division of roles, strong interpersonal interactions, and the creation of a fluid and communicative workspace (Handoko, 2015). This can be seen in mobile coffee businesses such as Kayuhan Coffee, which rely more on direct interaction and a personal approach to customers.

Mobile coffee is seen as a form of creative business that adapts the cafe concept to be more flexible, efficient, and close to the community. In practice, these businesses utilize vehicles (such as bicycles or modified motorcycles) to sell coffee in strategic places such as roadsides or public spaces (Guterres et al., 2025). This business model emphasizes not only the product, but also the social experience created in direct interactions between sellers and customers. The organizational culture of such businesses often reflects the spirit of entrepreneurship, inclusiveness, and community collaboration. In addition, local and social values shape the character of the business, making it more than just an economic activity.

A qualitative approach in the study of organizational culture is used to understand the subjective and symbolic meanings of organizational culture. This research allows researchers to enter into the context of the social life of the organization, understanding the interactions, language, symbols, and narratives used by organizational members (Creswell, 2014). This method is suitable for small organizations or communities because it is more flexible and focuses on co-constructed meanings. In the context of Kayuhan Coffee, a qualitative approach is important to explore stories, habits, and values that are not written down but live in daily practice. Techniques such as in-depth interviews and participatory observation allow researchers to capture the full cultural reality.

METHODS

Research Approach and Design

This study adopts a qualitative approach utilizing the case study method. The choice of qualitative approach was made due to its ability to delve into subjective meaning, values, symbols, and cultural practices within the organization which cannot be quantitatively measured. Meanwhile, the case study method is employed to thoroughly examine the organizational cultural context evolving in Kayuhan Coffee as a single unit of analysis, enabling the researcher to comprehend the phenomenon holistically.

Research Location and Subjects

The study was conducted at Kayuhan Coffee, a mobile coffee business based on electric bikes operating on the roadside of Kota Kediri. The research subjects consisted of the business owner, barista or employees, as well as regular and general customers. The selection of subjects was carried out using purposive sampling technique, which involved selecting informants considered to have the most understanding of the organizational culture dynamics at Kayuhan Coffee. Additionally, snowball sampling technique was also utilized to obtain additional informants by recommendations from previous informants, resulting in richer and more in-depth data collection.

Data Collection Techniques

Research data was obtained through three main techniques. Firstly, in-depth interviews were conducted in a semi-structured manner with owners, employees, and customers to explore their experiences, narratives, and perceptions regarding the values and cultural practices of the organization. Secondly, participatory observation was used to observe the day-to-day activities at Kayuhan Coffee, including interactions among members and with customers, as well as documenting naturally emerging work practices. Lastly, documentation in the form of field notes, photos of activities, audio recordings, and relevant documents such as cart designs or social media content of the business were utilized to enhance the research findings.

Data Analysis Technique

Data analysis was conducted using thematic analysis as outlined by Braun & Clarke (2006). The analysis process involved several stages, including transcribing interview data and observation notes, reading the data repeatedly to understand the context, conducting initial coding of the data, grouping codes into main themes, reviewing and naming themes based on the research focus, and then composing interpretations and narratives of the findings. The aim of this analysis was to identify patterns of values, symbols, and cultural practices that shape the identity of Kayuhan Coffee. The data obtained was analyzed using thematic analysis techniques to identify patterns of values, symbols, and cultural practices that define Kayuhan Coffee's identity as a unique organization in the creative economy sector.

Data Validity

In order to ensure the validity and reliability of the research, a triangulation strategy is employed. Triangulation of sources is carried out by comparing information from owners, employees, and customers. Triangulation of techniques is done by combining the results of interviews, observations, and documentation. Moreover, the researcher also conducts member checks by confirming preliminary findings with informants to ensure alignment with the realities they have experienced. The entire research process is documented through an audit trail, allowing for transparent tracing of the research path.

RESULTS AND DISCUSSION

This study aims to explore the meaning of organizational culture in the context of an unconventional small business, namely Kayuhan Coffee in Kediri City. Data analysis was performed using a thematic approach to explore the values, symbols, and work practices that shape the dynamics of organizational culture.

1. Family Values in the Work Environment

One of the most striking findings of this study is the strong sense of family embraced by all members of Kayuhan Coffee. This core value is not explicitly outlined but is evident in their daily behavior.

The owner of Kayuhan Coffee explained that since the business was first established, he has always aimed to create a comfortable working environment free from rigid hierarchical pressures. He expressed that, "From the very beginning, I wanted to build a warm and collaborative workplace where every team member feels valued and heard."

One of the baristas also shared his experience: "Working at Kayuhan Coffee not only provides me with an income but also makes me feel a sense of belonging here." This statement reflects the emotional attachment and shared identity among the employees.

The family-oriented work environment has proven to foster high levels of trust, loyalty, and job satisfaction. In the context of organizational culture, this aligns with Schein's (2004) concept that "the shared values within an organization form the foundation for its members' behavior and attitudes." At Kayuhan Coffee, the value of family replaces the need for rigid formal structures and bureaucratic procedures, without reducing productivity. Thus, applying family-oriented values in the workplace becomes a key factor in strengthening team cohesion, maintaining work quality, and supporting the sustainability of small businesses like Kayuhan Coffee.

2. Entrepreneurial Practices and Operational Flexibility

The entrepreneurial culture at Kayuhan Coffee stands out prominently. The owner has a strong orientation toward innovation, efficiency, and responsiveness to market needs. The business operations, which use modified electric bicycles, enable a high degree of flexibility, both in changing locations and in adjusting selling times.

The owner explained, "I have always been oriented toward innovation, efficiency, and responsiveness to market needs." A tangible example of this orientation is the use of modified electric bicycles, which provide significant flexibility in terms of mobility and operational schedules.

Moreover, the baristas are trained to take initiative and tailor their service approach based on customer characteristics. Observations revealed that baristas not only serve coffee but also greet regular customers with personalized interactions and a familiar communication style. This adaptability and customer-centered approach form part of the adaptive culture shaped by daily operational experiences.

This approach aligns with Judge & Robbins (2017) theory, which states that "adaptive organizations develop innovative values and behaviors through direct experience and continuous learning." Accordingly, the entrepreneurial and adaptive culture at Kayuhan Coffee supports innovation, personalized service, and operational flexibility, serving as a key competitive advantage for this small business.

3. Symbolism and Visual Identity as Cultural Expression

Symbols and visual identity are essential in shaping Kayuhan Coffee's cultural image. The electric bicycle-based coffee cart equipped with LED lights, minimalist decorations, and a handwritten menu board is an attraction in itself. Not only does it function as a means of selling, but also as a visual icon that reflects the values of environmental friendliness, simplicity, and creativity.

The owner of Kayuhan Coffee explains the reason for choosing the cart design and visual symbols, "This design was chosen to reflect the character of our business and be easily recognizable to customers." This approach not only serves as a business identity, but also as a means of communicating values to the public.

Customer responses showed positive acceptance of the symbol. A regular customer stated, "I feel the symbol and design of this cart makes Kayuhan Coffee easily recognizable and feels closer." This statement confirms that visual artifacts are not only aesthetically pleasing, but also effective in building customer engagement.

In the perspective of organizational culture theory, Schein (2004) further highlight that artifacts such as visual symbols, logos, and spatial arrangements are part of the first level of organizational culture that is physically visible and can be interpreted as a representation of deeper values. At Kayuhan Coffee, the cart design and visual symbols become a manifestation of the values espoused, as well as a means of communicating organizational culture to the public.

4. Social Interaction as a Service Culture Practice

One of the most unique features of the organizational culture at Kayuhan Coffee is the intense and friendly social interaction between sellers and buyers. There is no formal distance between the two. Baristas often greet customers by name, joke around, and even listen to customer stories like old friends. Service is done not only as an economic transaction, but also as a process of building relationships.

Observations underscores that the interaction between the owner, baristas and customers at Kayuhan Coffee creates a warm and participatory atmosphere. A barista revealed, "Customers often contribute songs when the owner plays music, or even help tidy up the chairs when we are about to close." This interaction shows that Kayuhan Coffee does not just sell products, but also manages to build a solid community around it.

This phenomenon reinforces the concept of community-based work culture described by Handoko (2015), that small businesses can become alternative social spaces that facilitate interpersonal interactions, strengthen social solidarity, and form an empathy-based service culture. In the context of Kayuhan Coffee, active customer interaction becomes part of the organizational culture, where engagement and mutual care become living values in daily practice.

DISCUSSION

The findings of this study indicate that the organizational culture at Kayuhan Coffee is formed organically through four main dimensions, namely family values, entrepreneurial spirit, visual symbols, and social interactions. These findings reinforce the understanding that organizational culture is not a static entity, but a dynamic process

shaped through daily social practices. Within the framework of Edgar Schein (2004), organizational culture can be understood through three levels, namely artifacts, espoused values, and underlying assumptions. In the context of Kayuhan Coffee, artifacts are reflected in the electric bike cart, lighting, and easily recognizable handwritten menu. The espoused values emerge in the form of family unity, openness, and entrepreneurial orientation, while underlying assumptions are evident in trust, camaraderie, and customer engagement as part of the business identity.

Within the framework of Schein's three levels of organizational culture, Kayuhan Coffee's artifacts are reflected in the electric bike cart, simple lighting, and handwritten menu. The values embraced are evident in the sense of camaraderie, openness, and entrepreneurial orientation, while basic assumptions manifest in the form of trust, togetherness, and customer involvement as part of the business identity. This aligns with the perspective that organizational culture plays a role in building shared meaning and serves as the foundation for collective behavior (Hatch, 2019).

From the perspective of the Competing Values Framework (Cameron, 2009), the culture of Kayuhan Coffee tends to lean towards clan culture, which emphasizes a sense of family, participation, and loyalty. The involvement of customers in informal activities, such as contributing songs or helping to tidy up chairs, reflects a fluid community culture. Besides, the use of symbols like electric bike carts indicates elements of adhocracy culture, which prioritize innovation and creativity (Lumpkin & Dess, 1996).

This participative culture reinforces social capital within the Kayuhan Coffee community. As revealed by Putnam (2000), social capital based on trust and togetherness can enhance social cohesion and community sustainability. In other words, the culture of Kayuhan Coffee is not only an internal identity but also a business sustainability strategy that strengthens emotional connections with customers.

The familial values identified in this study have significant implications for internal social cohesion. This culture demonstrates that relationships among members are not only based on formal work contracts, but also on deep emotional bonds. Judge & Robbins (2017) assert that an inclusive organizational culture based on trust can enhance job satisfaction and member loyalty. In SMEs, this phenomenon often arises due to the lack of rigid hierarchical structures, making familial values a substitute for formal rules. Research by Rismawati & Saputri (2025) in Brebes discovered that a strong organizational culture with a service-oriented and trust-based approach can build customer loyalty, a finding consistent with practices at Kayuhan Coffee, although at Kayuhan, the value of family is not only directed towards customers, but also serves as an internal adhesive within the organization.

The entrepreneurial spirit and operational flexibility exhibited by Kayuhan Coffee demonstrate a unique form of adaptation by SMEs in facing market dynamics. The business owner leverages modified electric bikes to enhance mobility, efficiency, and business differentiation. Further, Judge & Robbins (2017) noted that an adaptive organization is one that can innovate through direct learning and everyday experiences. In the context of SMEs in Indonesia, entrepreneurial orientation often becomes a key factor in surviving in a competitive market. Lestari et al. (2021) found that entrepreneurial orientation, along with organizational culture, social capital, and total quality management, significantly influences the performance of SMEs in Pekanbaru. Yet, unlike that study which emphasizes quantitative performance dimensions, this research indicates that entrepreneurship at Kayuhan Coffee is also manifested in service flexibility, improvisation, and personal closeness with customers.

Visual symbols and organizational identity also play a crucial role in shaping the image of Kayuhan Coffee. The design of the electric bike cart, the use of LED lights, and the handwritten menu board not only serve as operational tools but also serve as representations of the values of simplicity, creativity, and environmental care. Schein (2004) places artifacts as the most visible level of culture, yet they carry a deep meaning that reflects the underlying values of the organization. This is also in line with previous inquiry on SMEs (Ali et al., 2024), which asserts that innovation and visual identity are parts of the organizational culture that can enhance customer satisfaction.

Therefore, the visual symbols at Kayuhan Coffee serve not only as aesthetic strategies but also as effective means of cultural communication.

The social interaction among baristas and customers showcased a unique dimension of the service culture at Kayuhan Coffee. The warm, familiar, and participative relationship made customers not merely consumers, but part of a community living around the business. This phenomenon supports the view that in the study on tourism-based MSMEs in Garut by Ningrum et al. (2025), it was found that social interactions based on mutual cooperation serve as a cultural asset that strengthens business sustainability in facing the dynamics of the tourism market. This indicates that a service culture based on social interaction can be an effective differentiation strategy for MSMEs, especially in the creative economy sector.

The organizational culture at Kayuhan Coffee aligns with the trends in the development of the creative economy in Indonesia. Small unconventional businesses like mobile coffee demonstrate that cultural identity, social experiences, and visual symbols can serve as primary competitive advantages, on par with product quality or price. This illustrates that organizational culture not only functions as an internal mechanism, but also as an external strategy to build a brand image, attract customers, and foster loyalty. As such, this research expands our understanding of how organizational culture in small businesses can contribute to the creative economy ecosystem while strengthening the dynamics of informal work culture in Indonesia.

The results of this study provide theoretical contributions to the development of research on organizational culture and entrepreneurship, specifically in the context of small community-based businesses. The familial, collaborative, and adaptive culture that has emerged at Kayuhan Coffee demonstrates the significant role of these values in shaping entrepreneurial orientation. This orientation is reflected through innovation, proactiveness, and the ability to manage risks at the operational level. These findings aligned with Brettel et al. (2015), which confirms that organizational culture with flexible and participatory characteristics positively influences dimensions of entrepreneurial orientation such as innovativeness, proactiveness, and risk-taking.

This research asserts the role of visual artifacts as representations of organizational cultural values. Symbols such as electric bike cart designs, lighting, and spatial arrangement are not merely aesthetic elements, but also serve as means of communicating the organization's values to the public. This reinforces Schein's model of organizational culture, which places artifacts as the most visible layer of culture as well as a reflection of the organization's values and fundamental assumptions. In the context of Kayuhan Coffee, visual artifacts have proven to have a strategic function in strengthening organizational identity, building business image, and enhancing customer engagement.

The findings of this study also demonstrate that organizational culture is not limited to internal relationships, but extends to external interactions through active customer engagement. Customer participation in daily activities, such as contributing songs when music is played or assisting with operational tasks, indicates that Kayuhan Coffee serves as a community space. This phenomenon is consistent with the concept of cultural entrepreneurship, which emphasizes the importance of utilizing internal and external cultural resources to strengthen organizational identity, enhance social legitimacy, and drive innovation. Lee & Chung (2020) supports this notion by showing that organizations capable of managing the connection between internal values and external perceptions have a more sustainable competitive advantage.

Furthermore, this study indicates the presence of an adaptive culture in line with the concept of a learning organization. Baristas are not only tasked with technical duties, but also trained to take initiative, adapt services to customer characteristics, and learn from operational experiences. This supports literature stating that adaptive organizations have crucial continuous learning capacities in addressing external environmental dynamics. Research on small and medium enterprises (Rehman et al., 2019) demonstrates that innovative culture and organizational learning act as mediators between leadership style and business performance, thus organizations fostering adaptive cultures tend to have a stronger competitive edge.

This research also asserts that an egalitarian organizational structure, without rigid hierarchy, can foster a supportive, collaborative work environment and enhance loyalty and trust among organization members. These findings are in line with Engelen et al. (2014) research which shows that adhocracy or non-hierarchical organizational culture supports entrepreneurial orientation and innovation more than hierarchical and bureaucratic cultures. Comparative studies conducted in Germany and Thailand, for example, indicate that egalitarian and flexible cultures have a positive impact on innovation and proactiveness, while hierarchical cultures act as barriers to entrepreneurial development.

Overall, this study enriches the theoretical understanding of organizational culture formation in community-based small businesses. The culture formed organically through values of kinship, visual artifacts, operational flexibility, and community interactions have been proven to support business sustainability and expand the social influence of the organization. These findings contribute to the literature on the relationship between organizational culture, entrepreneurial orientation, and community dynamics, providing a relevant theoretical framework for further studies in the field of organizational management and entrepreneurship.

CONCLUSION

This research revealed that the organizational culture at Kayuhan Coffee is formed organically through social interaction, shared work experience, and internalization of values that develop from below. Family values are the main foundation in the relationship among owners and employees, which creates an egalitarian, supportive and comfortable working environment. The absence of a rigid hierarchical structure allows for a collaborative working atmosphere and encourages the active participation of all members of the organization.

Further, an entrepreneurial spirit and flexibility characterize daily operations. Owners and baristas demonstrate adaptability to market dynamics and field conditions, along with freedom in micro-decision-making. This character fosters a high sense of confidence, responsibility, and involvement in the development of the business. Visual symbols such as the design of electric bicycle carts, lighting, and spatial layout also strengthen the cultural identity of the organization. These artifacts not only serve as aesthetic elements, but also represent the values of creativity, environmental awareness, and openness to the community. The social interaction between baristas and customers shows that Kayuhan Coffee is not just a business unit, but also a community space. Customers play an active role in creating a participatory atmosphere so that the relationships formed are emotional, based on trust, and give birth to loyalty. Nevertheless, this study has limitations in the number of informants and the relatively short duration of observation. Therefore, future research is recommended to use an ethnographic approach with a longer period of time in order to capture cultural dynamics in more depth. In addition, comparative studies among mobility-based coffee businesses as well as quantitative approaches by measuring customer satisfaction can be used as alternatives to broaden the understanding of the influence of organizational culture in the context of community-based small businesses.

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