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THE ROLE OF THE CREATIVE INDUSTRY: EMPIRICAL STUDY OF AHA COFFEE SHOPS ON THE GROWTH OF MSMES IN INDONESIA

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Abstract

Coffee Shop is one of the MSME-based creative industries that is growing very rapidly in Indonesia. This business management uses literature-based business concepts taken from research meta data. So this research aims to examine the influence of total quality management (TQM), implementing technology (IT) and organizational culture (OC) on managerial performance (MP) at AHA Coffee Shop. The method used in this research uses descriptive quantitative. The population in this study were all employees and customers who were registered as members at AHA Coffee Shop and the total sample taken was 104 respondents. The statistical tool used to process research data uses the SPSS statistical application program. Where the results of statistical data processing show that the variables TQM, AT and OC partially and simultaneously have a significant effect on MP at AHA Coffee Shop.

Keywords: *Coffee Shop, Total Quality Management, Application of Technology, Organizational Culture, Managerial Performance.*

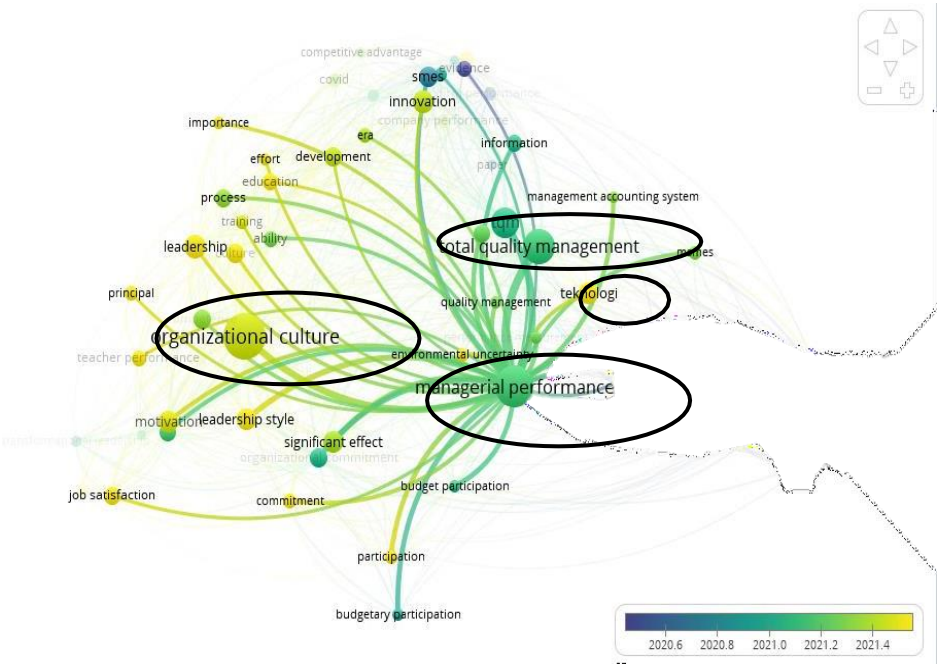
INTRODUCTION

One of the MSMEs that is increasingly mushrooming in Indonesia today is the *Coffee Shop* business. This is supported by the volume of coffee production in Indonesia which has increased from 2017-2023. The volume of national coffee production has also consistently increased every year since 2020, as shown in the graph. In 2022, South Sumatra became the largest coffee producing province, namely 212.4 thousand tons or 26.72% of the total national coffee production. Next is Lampung with 124.5 thousand tons of coffee production, North Sumatra 87 thousand tons, and Aceh 75.3 thousand tons. Bangka Belitung Islands, Gorontalo, and West Papua are the provinces with the least coffee production, which is only 0.1 ton or 100 kilograms (kg). The Riau Islands, North Maluku, and DKI Jakarta did not produce coffee last year, (Annur, 2022). Now consuming coffee has become a life style, so coffee shop businesses have become very common in various regions and they compete to dominate the market,(Hasanah et al., 2020).

AHA Coffee Shop created a cafe concept that provides snacks such as toast, indomie and other small snacks. This difference in the AHA coffee shop business concept makes the brand image quickly stick in the community and spread widely and is able to compete with other coffee shops. A country's competitiveness reflects its performance and how productive its economy is. High productivity has the potential to increase economic growth, which in turn will improve the welfare of the country's people (Purwanto, 2023). AHA coffee shop has currently succeeded in opening several outlets, which Hungrypedia will realize by mid-2023 will be 250 outlets. Based on observations, this success is proven by the progress of sales growth and market share in various regions throughout Indonesia. In addition, the latest data from the Indonesian Coffee and Chocolate Entrepreneurs Association (APKCI) states that, by 2023 the number of coffee shops in Indonesia will reach 10,000 outlets with income from coffee shops estimated at IDR 80 trillion, (Wening, 2023).

From the data above, it can be explained that the growth in sales market share has increased very rapidly in the last three years. This strategy is based on research literacy by conducting bibliometric with meta data analysis. The meta data analysis base was taken from 300 research articles published in reputable journals with research network results as shown in Figure 1 below.

Figure 1. Bibliometric research



Source: Vos viewer analysis

AHA coffee shop sales implement total quality management (TQM) strategy by providing the best service quality, the best product quality by implementing technology (IT) in organizational culture (OC) to achieve optimal managerial performance (MP). MP is one of the benchmarks in every organization in assessing the

level of organizational success,(Tangdialla et al., 2021). Product development and production processes are also a focus to improve product quality and production efficiency, (Purwanto et al., 2024). The application of digital technology is important as a means of supporting MSMEs who are different from others to expand their marketing reach. So that the branding process can spread quickly, become known to the public and develop along with the quality of the products offered (Admin Smesco, 2022). Technological developments and shifting consumer preferences have drastically changed the retail landscape. E-commerce continues to grow at a rapid pace, and this trend is expected to continue in 2023 (Purwanto, Mona Novita, et al., 2023). The results of Robi Maulana's research (2020) explain that information technology and management accounting systems have a significant effect on managerial performance. Meanwhile, according to Sinaga et al., (2020) added that the application of information technology has no significant effect on MP. According to Purwanto et al., (2022) found understanding in their research regarding the basic values of leadership, having a good soul and mindset and character, being a strong person. Improving the quality of human resources in the digital era is an ability to utilize developing technology. The role of organizational culture is very strong in influencing employee attitudes, especially management in determining and controlling the course of company operations which has an impact on improving organizational performance (Wahyudi et al., 2022). This is also supported by research conducted by Sinaga et al., (2020) that organizational culture, work environment, knowledge transfer, and application of information technology influence managerial performance. However, research conducted by Prayitno, (2023) states that organizational culture has no effect on MP.

LITERATURE

1. The Deming Theory of Management

a. Deming's philosophy (Deming, 1986, 1993)

Managers must be responsible for training and facilitating the integration of all parts of the organizational system. This concept will be used to encourage exceeding customer expectations, prioritizing group interests over individuals, using communication and engagement techniques, understanding the nature and importance of intrinsic rewards, eliminating goal setting and performance evaluation, and teaching and using quality mapping techniques(Washbush, 2002). "Deming Philosophy" teaches that the use of appropriate and good management will bring organizations to improve their quality. Increasing quality will simultaneously reduce the costs of the organization. According to Deming, the key is continuous improvement and quality improvement that will lead the organization to a better direction in the future,(Austenfield Jr., n.d.).

2. Managerial Performance (MP)

MP is a managerial activity that includes planning, investigation, coordination, supervision, staffing, negotiation and representation. Performance is closely related to goals as a result of performance behavior(Deliani et al., 2021). According to Deliani et al., (2021) MP is defined as the result of managerial ability to think, plan, organize, control and direct organizational activities to achieve predetermined goals. So it can be concluded that MP is an individual's work ability in managerial activities which include planning, organizing, directing, to achieve company goals. Employee performance appraisal based on individual competence is considered more fulfilling the sense of justice and management professionalism in managing human resource management, (Purwanto & Hikmah Perkasa, 2021). The quality of human resources is assessed by professional work results, which will have an impact on the success of the company. This indicates that the success of the company is determined by quality HRM. This is a challenge for HRM in dealing with increasingly diverse human resources, due to developments in the current global era (Purwanto, Suhadarliyah, et al., 2023).

3. Total Quality Management (TQM)

TQM is a management system that focuses on increasing sustainability through tools, techniques and values,(Abbas, 2020). The indicators used by TQM variables according to Abbas, (2020) are leadership, strategic planning, customer focus, process management, human resource management, information and analysis. Based on the two definitions above, it can be concluded that TQM is a company or organization strategy to continue to be committed to customers and focus on continuous improvement through continuous improvement. TQM indicators according to Abbas, (2020) including:

1. Leadership which refers to top management to set organizational goals and objectives and develop strategies to achieve goals.

2. Strategic planning represents the organization's vision and mission in quality management as well as policies to achieve quality targets.

3. Focus on customers which indicates the organization's efforts to understand customer demands and market trends.

4. Process management related to clear division, ownership and responsibility.

5. Human resource management that focuses on employee development through training and active participation in operations.

6. Information and analysis related to management aspects, such as evaluating the performance of workers and managers, maintaining records about operational processes, proposing solutions to problems faced by workers and maintaining and using market information in making effective decisions.

4. Implementing Technology (IT)

According to Masa'deh et al., (2018) technology applications for companies are more focused on research and development (R&D) activities which emphasize the

acquisition and integration of new technology in product development. Meanwhile, according to Quinton et al., (2018) defines the application of technology to create results that are valued by the organization. The output of technology applications can produce more attractive products, equipment to make it easier and reduce operational costs so that they are more efficient. Information technology can be very helpful in management communication methods, marketing, production, quality control, and other supporting parts(Kirk & Rifkin, 2020). IT indicators according to Kirk & Rifkin, (2020) include saving time, fast, capacity, clarity and low cost.

5. Organizational Culture (OB)

OC is considered as organizational capital and core competencies that develop congruence between organizational and employee values, which is related to organizational performance, (Azeem et al., 2021). Joseph & Kibera, (2019) argued that culture conditions behavior and in turn, behavior modifies culture thereby encouraging learning by organizational members and hence, generating new answers to performance oriented questions facing the company. Indicators of organizational culture according to include:

1) Adhocratic Culture; is a culture that produces a dynamic and creative work environment. This culture encourages flexibility, adaptability, creativity, innovation and daring to take risks is a common practice.

2) Clan Culture; is a culture that creates a warm, supportive and stress-free work environment. The company facilitates employees to focus on self-development and work together in teams like a family.

3) Hierarchy culture; This culture is characterized by organized work standards and methods, formal rules, and policies to control internal operations. Management seeks efficiency and tries to be a coordinator to maintain stability, efficiency and performance as long-term goals.

4) Market Culture; is a market culture that produces an efficient workplace and encourages competition and a focus on external transactions, namely suppliers and customers.

HYPOTHESIS DEVELOPMENT

1. The relationship between Total Quality Management and Managerial performance.

According to Noor Arif Fatchurochmana, (2022), explains that, TQM is a management method for an organization to maintain the quality of the output produced by always making improvements aimed at meeting consumer expectations. In Japan, TQM has proven to be an effective and competitive tool for meeting and exceeding customer expectations.

H1: TQM has a significant effect on managerial performance.

2. The relationship between implementing technology application and managerial performance

According to Alansori et al., (2021), the IT in all facilities aims to facilitate the process of providing needed goods and increase effectiveness, reduce operational costs and minimize human error. The use of technology by humans begins with changes in natural resources which make tools simpler. With the adoption of technologies such as digital payments, app-based financial services, and decentralized financial technologies such as blockchain, there is a great opportunity to create innovative solutions (Purwanto, Mona Novita, et al., 2023).

H2: The implementing technology has a significant effect on managerial performance

3. The relationship between organizational culture and managerial performance.

According to Jufrizen & Rahmadhani, (2020) explained the results of their research that OC is related to employees' perceptions of the extent to which they understand the characteristics of the culture that is formed, whether they like it or not. Culture is a way of life that is developed and shared by a group of people and passed down from generation to generation. Culture becomes a glue that gives a person a sense of belonging and becomes a compass in employee behavior to achieve common goals even though they are scattered in various places.

H3: Organizational culture has a significant effect on managerial performance

4. Relationship between total quality management, implementing technology and organizational culture with managerial performance.

The research results of Alansori et al., (2021) reveal that TQM, IT and the OC have a significant influence on MP, while OC has an insignificant impact on MP. However, this is different from research conducted by Zulfikri & Nurleli, (2022) which explains that the implementation of TQM and OC influences MP.

H4: Total quality management the application of technology and organizational culture simultaneously influence managerial performance.

RESEARCH METHOD

The research method used is quantitative research. According to Malhotra, (2020), quantitative research is research to quantify data using statistical analysis. The population in this study included all employees and customers who were registered as members at the AHA coffee shop, then the sampling technique used the Slovin formula which resulted in 104 respondents.

Table 1. Sample Characteristics

Characteristics	N	%
Gender		
Man	71	68,3 %
Women	33	31,7 %
Age		

< 20 Year	10	9,6%
21 – 25	64	61,5 %
26 – 30	22	21,2%
> 30 Year	8	7,6%
Length of Work		
< 1 Year	0	0%
> 1 Year	15	15%
Registered as an AHA coffee shop member	89	89%

Source: Data is processed respondent questionnaires

The specified characteristics are as follows:

a. All employees who have been at AHA coffee shop for at least 1 year

b. Customers who come to AHA coffee shop more than 3 times or who are registered as members.

RESULT AND DISCUSSION

Based on the research methodology and the results of collecting respondents' perception data which was processed using the SPSS 26 statistical application program, the following test results were obtained.

Table 2. Descriptive Statistical Analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
TQM	104	15.00	60.00	40.0192	11.25087
IT	104	12.00	50.00	32.6923	9.52164
OC	104	12.00	40.00	27.2692	7.38173
MP	104	35.00	75.00	57.4327	9.71513
Valid N (listwise)	104				

Source: Data is processed using SPSS 26

The results of the descriptive statistical analysis in Table 3 above show that the TQM variable has a minimum value of 15,00 and a maximum value of 60,00 with an average value of 40,0192 and a standard deviation of 11,2508. IT has a minimum value of 12,00 and a maximum value of 50,00 with an average value of 32,6923 and a standard deviation of 9,5216. OC has a minimum value of 12,00 and a maximum value of 40,00 with an average value of 27,2692 and a standard deviation of 7,38173. MP has a minimum value of 35.00 and a maximum value of 75,00 with an average value of 57,4327 and a standard deviation of 9,71513.

Validity Test and Reliability Test

Validity is a score that truly represents the intended variable and an assessment of various types of evidence. Meanwhile, reliability is interpreted as consistency over

time, between items and between researchers, meaning that if tested repeatedly the results remain the same.

Table 3. Validity Test and Reliability Test Results

Variable	Question Item	Corrected Total Question Item Correlation	r table	Statement	Correlation Coefficient	Statement
TQM (X1)	TQM 1	0,926	0,193	Valid	0,978	Reliable
	TQM 2	0,907	0,193	Valid		
	TQM 3	0,838	0,193	Valid		
	TQM 4	0,922	0,193	Valid		
	TQM 5	0,901	0,193	Valid		
	TQM 6	0,921	0,193	Valid		
	TQM 7	0,938	0,193	Valid		
	TQM 8	0,902	0,193	Valid		
	TQM 9	0,837	0,193	Valid		
	TQM 10	0,932	0,193	Valid		
	TQM 11	0,903	0,193	Valid		
	TQM 12	0,863	0,193	Valid		
IT (X2)	PT1	0,930	0,193	Valid	0,968	Reliable
	PT2	0,835	0,193	Valid		
	PT3	0,930	0,193	Valid		
	PT4	0,936	0,193	Valid		
	PT5	0,936	0,193	Valid		
	PT6	0,843	0,193	Valid		
	PT7	0,938	0,193	Valid		
	PT8	0,893	0,193	Valid		
	PT9	0,847	0,193	Valid		
	PT10	0,721	0,193	Valid		
OC (X3)	BO 1	0,953	0,193	Valid	0,978	Reliable
	BO 2	0,941	0,193	Valid		
	BO 3	0,938	0,193	Valid		
	BO 4	0,959	0,193	Valid		
	BO 5	0,944	0,193	Valid		
	BO 6	0,933	0,193	Valid		
	BO 7	0,827	0,193	Valid		
	BO 8	0,845	0,193	Valid		

MP (Y)	KM 1	0,861	0,193	Valid	0,960	Reliable
	KM 2	0,857	0,193	Valid		
	KM 3	0,852	0,193	Valid		
	KM 4	0,710	0,193	Valid		
	KM 5	0,661	0,193	Valid		
	KM 6	0,880	0,193	Valid		
	KM 7	0,865	0,193	Valid		
	KM 8	0,842	0,193	Valid		
	KM 9	0,710	0,193	Valid		
	KM 10	0,886	0,193	Valid		
	KM 11	0,867	0,193	Valid		
	KM 12	0,861	0,193	Valid		
	KM 13	0,715	0,193	Valid		
	KM 14	0,667	0,193	Valid		
	KM 15	0,815	0,193	Valid		

Source: Data processed using SPSS 26

From each question item on each variable, both independent and dependent, it turns out that the calculated r value is greater than the r table, so the data obtained in the field can be declared valid. Cronbah's alpha value is greater than 0.6 so it can be said to be reliable.

1. Classic Assumption Test

Normality Test

Table 4. Normality Test

		Unstandardized Residual
N		104
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	4.85195745
Most Extreme Differences	Absolute	.063
	Positive	.063
	Negative	-.053
Test Statistic		.063
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Data processed using SPSS 26

Based on Table 4, it shows that the resulting value at Asym.sig is 0.200, which can be said that the Asym.sig value of 0.200 is greater than 0.05, so it can be said that the data has normal distribution.

2. Multiple Linear Regression Analysis

Multiple linear regression is a regression model consisting of more than one independent variable, where this analysis is carried out to determine the direction and how much influence the independent variable has on the dependent variable (Ghozali, 2018).

Table 5. Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.868	2.028		11.770	.000
	TQM (X1)	.347	.064	.406	5.414	.000
	IT (X2)	.407	.072	.399	5.648	.000
	OC (X3)	.234	.096	.178	2.432	.017

a. Dependent Variable: Managerial Performance (Y)

Source: Data processed using SPSS 26

Based on multiple linear regression analysis model Y = a + b1.x1 + b2.x2 + b3.x3 Y = 23.868 + 0.347 X1 + 0.407X2 + 0.234 X3 + e. So it can be concluded, the positive constant value of 23.868 shows the positive effect of the independent variables of TQM, IT and OC. If the independent variable increases or has an effect in one unit, the MP variable will increase or be fulfilled. The coefficient of TQM is positive at 0.347, meaning that if TQM increases, it will be accompanied by an increase in MP also by 0.347 or 34.7%. Meanwhile, every decrease in TQM owned by the company decreases, it will be accompanied by a decrease in MP. The IT coefficient is positive at 0.407, meaning that if technology increases, it will be accompanied by an increase in MP as well by 0.407 or 40.7%. Meanwhile, every decrease in TQM owned by the company decreases, it will be accompanied by a decrease in MP. The OC coefficient is positive at 0.234, meaning that if the OC increases, it will be accompanied by an increase in MP as well by 0.234 or 23.4%. Meanwhile, every decrease in OC owned by the company decreases, it will be accompanied by a decrease in MP.

3. T Test

The T-test is a statistical method to test whether there is a significant difference between two variables partially. The conditions for carrying out a T-test are that the data must have a normal or close to normal distribution and have the same variance.

Table 6. T Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	23.868	2.028		11.770	.000
	Total Quality Management (X1)	.347	.064	.402	5.414	.000
	Application Technology (X2)	.407	.072	.399	5.648	.000
	Organizational Culture (X3)	.234	.096	.178	2.432	.017

a. Dependent Variable: Managerial Performance (Y)

Source: Data processed using SPSS 26

Based on table 7, it can be seen that the TQM of beta value is 0.402 with a significant value of 0.000. Based on the decision making of the first method, the significant value is smaller than 0.05, so H1 is accepted. It is known that the IT beta value is 0.399 with a significant value of 0.000, so H2 is accepted. Then, the OC beta value is 0.178 with a significant value of 0.000, so H3 is accepted.

4. F Test

The F test is used to assess how the relationship between all independent variables together influences the dependent variable.

Table 7. F Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7296.755	3	2432.525	100.308	.000[b]
	Residual	2424.774	100	24.248		
	Total	9721.529	103			

a. Dependent Variable: Managerial Performance (Y)

b. Predictors: (Constant), OC (X3), IT (X2), TQM (X1)

Source: Data processed using SPSS 26

From Table 7 it can be seen that the significance of the F test is 0.000<0.05, which means that all independent variables have an effect on the dependent variable. Thus H4 is accepted.

5. Coefficient of Determination Test

The Coefficient of Determination Test (R-Squared) is a test to measure the magnitude of the influence of all independent variables on the dependent variable.

Tabel 8. Coefficient of Determination Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866[a]	.751	.743	4.92420

a. Predictors: (Constant), OC,IT, TQM

Source: Data processed using SPSS 26.00

Based on table 9, the Adjusted R Square value is 0.743, this means that 74.3% of the variation in the dependent variable, namely MP, can be explained by three variations in the independent variables, namely TQM, IT and OC. While the rest 25.7% is explained by other variables outside the study.

CONCLUSION

Based on fund analysis, the results of statistical tests on the success of AHA coffee shop MSME business actors are as follows:

1. The implementation of the Total Quality Management strategy inclusively involves all employees, management and customers as operational managerial performance panelists.
2. Meanwhile, the implementation of technology to support service, communication and promotion is very effective in strengthening business branding so that exponential market share occurs in a relatively fast time.
3. The organizational culture of always providing excellent service developed in the AHA coffee shop business adds a special distinctive feature for customers.
4. So that the synergy of the three business forces, namely the implementation of total quality management, the implementation of technology and the functioning of organizational culture, becomes the basis for success in business managerial performance.

This research strengthens the answer to the inconsistencies in previous research as explained above, and strengthens Deming's theory which emphasizes that to achieve high managerial performance, managers can optimize company resources

by carrying out continuous training and improvement so that this habit becomes organizational culture. The implementation of technology becomes a booster or driving force for acceleration in realizing organizational goals.

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