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TITLE: THE INFLUENCE OF INNOVATIVE WORK BEHAVIOR AND KNOWLEDGE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE IN COFFEE SHOPS IN BANDUNG CITY

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ABSTRACT

The proliferation of coffee shops in Bandung city is influenced by various factors, including the cultural significance of coffee consumption, the tendency of young individuals to frequent coffee establishments, and the influx of tourists to the city. Nevertheless, a considerable number of coffee shops have experienced closure shortly after their establishment due to their inability to sustain themselves in the industry. This predicament is often attributed to a deficiency in the knowledge required to manage human resources, thereby impeding organizational performance effectively. Consequently, this research examines the impact of knowledge management and innovative work behavior on organizational performance. The study focuses on three coffee shops in Bandung, with a total sample size of 39 individuals. The findings from these establishments demonstrate a significant and positive influence of innovative work behavior and knowledge management on organizational performance. However, it is noteworthy that disparities in regulations and policies among the three coffee shops have engendered varying employee perspectives regarding knowledge management, innovative work behavior, and organizational performance.

Introduction

Coffee shops in Bandung have experienced significant growth in recent years. Data from BPS (Central Bureau of Statistics of West Java Province, 2018) notes 467 café units in Bandung City. This number is much different compared to the previous year, where in 2017, there were only 25 cafes. Several factors influence the success of coffee shops in Bandung City. First, drinking coffee has become a common culture in Indonesia. Data from the International Coffee Organization shows that the level of coffee consumption in Indonesia has increased by 44% in the last ten years, and this is also true in Bandung City (Rosadi, 2020). Secondly, the student population in Bandung City is quite high. According to the Central Bureau of Statistics of Bandung City, the number of high school students in Bandung in 2019 was 59,541; in 2020, it was 58,865; and in 2021, it reached 61,127 people (BPS, 2021). This is an essential factor because many students choose coffee shops as a place to study and gather. Third, Bandung City is a popular tourist destination. The large number of foreign tourists encourages the growth of coffee shops as a place for tourists to enjoy the scenery of Bandung City (Nidar et al., 2018). Fourth,

innovation, creativity, and uniqueness offered by coffee shop owners attract local and international tourists to try new places that offer unique menus and atmospheres. Fifth, social media also has a vital role in the success of coffee shops. The high number of social media users in Indonesia makes it easier for coffee shop owners to promote their businesses so that people are more interested in visiting coffee shops (Aisyah, Yanto, Chandrawati, Melsen, & Mareta, 2021).

From the facts above, innovation factors and social media have an important role in the success of coffee shops. These two factors are closely related to coffee shop employees. This is because innovation is the key to improving the quality and service of coffee shops. Creative ideas from employees can be proposed to develop products or services that can provide a special experience for customers (Rugian et al., 2019). By having employees who have innovative work behavior (PKIn), coffee shops can collect valuable ideas for product and service development and can provide services that suit consumer tastes. PKIn can be identified in employees through behaviors such as higher-order thinking patterns, detecting problems, exploring opportunities, checking gaps, and looking for the best approach to overcoming problems (Ausat, Widayani, Rachmawati, Latifah, & Suherlan, 2022). PKIn shows the ability of individuals or groups to produce, promote, and realize new ideas, products, or services (Santoso & Heng, 2019). PKIn has four dimensions, which include problem exploration, idea creation, idea promotion, and idea implementation (De Jong & Den Hartog, 2010). PKIn-related work activities aim to realize new ideas that can be applied in the work environment, which can provide benefits to individuals and organizations (Putra, Suharti, & Sasongko, 2022). This can also be seen from the results of research by (Sofiyan, Sembiring, Danilwan, Anggriani, & Sudirman, 2022), which shows that innovative work behavior has a significant influence on organizational performance. Organizational performance (OP) is an important aspect of a company's strategic management. (Antony & Bhattacharyya, 2010) explain that OP improvement is the main goal in the strategic management of the company, with the aim of increasing profitability, accountability, and competitiveness of the company. Organizational performance measurement becomes important to evaluate the extent to which the organization achieves goals and evaluate the effectiveness of individuals in the organization (Zack, McKeen, & Singh, 2009).

On the other hand, social media factors are also an important factor in the success of coffee shops. Social media allows coffee shops to promote themselves more effectively and reach a wider target audience (Aisyah et al., 2021). Effective social media management requires knowledge possessed by coffee shop employees who interact directly with consumers. Through knowledge management (KM), coffee shops can collect and analyze information about products, serving techniques, customer policies, and so on to improve product and service quality and customer experience (Mertanti et al., 2022). Knowledge management can be defined as systematic processes, tools, and methods to harness the potential of organizational knowledge in decision-making, goal-setting, and creating competitive advantage (Raudeliūnienė & Kordab, 2019). Research conducted by (Sari, Sulolipu, & Mutthalib, 2021) shows that knowledge management

affects organizational performance. However, previous research has not shown the simultaneous influence of Innovative Work Behavior on Organizational Performance. On the other hand, knowledge about Knowledge Management Performance in Indonesia, especially in coffee shops, is still limited.

Based on the description above, it is known that both PKIn and KM influence organizational performance. However, no previous studies have shown how these two variables influence simultaneously. Therefore, this study wants to find out the simultaneous influence of PKIn and KM on OP in coffee shops in Bandung City. On the other hand, this study also wants to examine further whether differences in company policies will have an impact on differences in employee responses to innovative work behavior and knowledge management.

Research Methods

This study is included in an explanatory study that aims to explain the relationship between innovative work behavior (PKIn) and Knowledge Management (KM) as an independent variable, as well as Organizational Performance (OP) as a dependent variable (Sugiyono, 2013).

This research involved all employees from three cafes in Bandung, namely café X, café Y, and café Z, as research subjects. The total number of employees involved was 29 people, consisting of 15 people from café X, 13 people from café Y, and ten people from café Z. In this study, all members of the population were used as a sample because the population was relatively small. For data collection, respondents were given a questionnaire with a Likert scale consisting of 5 answer choices, from strongly disagree (1) to agree (5) strongly. The collected data was then analyzed using multiple linear regression tests using SPSS Statistics 24 software.

In this study, indicators of innovative work behavior (PKIn) refer to Janssen's (2003) study consisting of 9 questions. The knowledge management variable (KM) refers to the indicators used by (Shea, Usman, Arivalagan, & Parayitam, 2023), which consist of 4 KM dimensions, each of which has three indicators, so there are a total of 12 indicators. Organizational performance variables (OP) are taken from the study of Mai et al. (2022), which consists of 5 questions. In this study, the following hypotheses will be tested:

H0: PKIn and KM do not affect OP

H1: PKIn and KM affect OP

Results and Discussion

Demographics Respond

The respondents of this study consisted of 25 male respondents (64.10%) and 14 female respondents (35.90%) aged between 26-30 years. Of all respondents, the most dominant respondents with the last level of education are S1 / Bachelor (56.41%) and SMA (41.03%) and only one person with the last level of junior high school education.

A total of 21 people are non-permanent employees (53.85%), and 18 people are permanent employees (46.15%).

Validity Test

All indicators are tested for validity using the Pearson product-moment technique. The test results are declared valid for all indicators because they meet the criteria where the calculation > table. In this test, the number of samples (N) = 39, then the value of portable = 0.315, so that all points of the research instrument can be said to be valid.

Table 1
Validity Test

Were	Indicator	Calculate	Ket	Were	Indicator	Calculate	Ket	Were	Indicator	Calculate	Ket
KM	KM 1	0.692	Valid	PKIn	PKIn 1	0.781	Valid	ON	ON 1	0.791	Valid
	KM 2	0.735	Valid		PKIn 2	0.75	Valid		ON 2	0.825	Valid
	KM 3	0.822	Valid		PKIn 3	0.791	Valid		ON 3	0.846	Valid
	KM 4	0.505	Valid		PKIn 4	0.706	Valid		ON 4	0.849	Valid
	KM 5	0.725	Valid		PKIn 5	0.855	Valid		ON 5	0.837	Valid
	KM 6	0.784	Valid		PKIn 6	0.781	Valid				
	KM 7	0.788	Valid		PKIn 7	0.895	Valid				
	KM 8	0.696	Valid		PKIn 8	0.833	Valid				
	KM 9	0.645	Valid		PKIn 9	0.803	Valid				
	KM 10	0.757	Valid								
	KM 11	0.763	Valid								
	KM 12	0.752	Valid								

Reliability Test

Reliability tests were conducted using Cronbach's Alpha technique. Research instruments can be said to be reliable if Cronbach's Alpha > a level of significance. In this study, the significance level used was 0.6 as the reference used from (Solimun et al., 2017).

Table 2
Reliability Test

Variable	Cronbach's Alpha	Information
PKIn (X1)	0.929	Reliable
KM (X2)	0.914	Reliable
OP (Y)	0.884	Reliable

From the results of the tests conducted, the three variables showed Cronbach's Alpha value above 0.6, so it can be concluded that the existing data is reliable.

Classical Assumption Test

Table 3
Classical Assumption Test

Classical Assumption Test	Say	Information
Normality	0.200	Normal distributed data
Heteroscedasticity	1.000	Data is homoscedasticity
Linearity	0.76	There is a linear relationship
Multikolinearitas	Model BRIGHT	

Classical Assumption Test	Say		Information
	KMP	2,296	There is no symptom of multicollinearity between independent variables because of the value of VIF<10.
	PKIn	2,296	

The classical assumption test is performed to find out that the regression equation to be sought is consistent and precise. In the classical assumption test, there are three types of tests, namely normality tests, heteroscedasticity tests and linearity tests. From the results of the tests performed, it can be concluded that the three tests have qualified because of several things: the first normality test produces a Sig value of $0.200 > \alpha = 0.05$, the heteroscedasticity test produces a Sig value of $1,000 > \alpha = 0.05$, the linearity test produces a Sig value of $0.760 > \alpha = 0.05$, and finally, the multicollinearity test produces a VIF value of < 10.

Based on the results of the tests conducted, it can be concluded that the data collected meets the requirements of classical assumptions. This shows that the data is consistent and appropriate for multiple linear regression testing. Testing of classical assumptions is important to ensure the validity and reliability of the regression analysis to be performed.

Uji Regresi Linear Berganda

From the results of the test conducted, the formula equation is obtained, which is Y = 4.927 + 0.160 X1 + 0.066 X2

Table 4
Uji Regresi Linear Berganda

	Fcalculate	Sig.	Rsquare	Equation	Information
KM+ PKIn → OP	36,676	0,000	67,1%	Y= 4.927 + 0.160 X1 + 0.066 X2	H1 accepted.

Hypothesis testing using the F test is carried out to determine the influence between the independent variable and the dependent variable simultaneously. The basis of this test is Fcalculate > Ftabel, which means H0 is rejected, and H1 is accepted. This is based on the results that show that Fcalculate is 36.67 greater than Ftable, which is 3.25. In addition, the value of significance shows the number 0.00, which means it is smaller than 0.05. This shows that PKIn and KM variables simultaneously have a significant positive influence on OP variables.

From the results of the tests conducted, it can be concluded that the PKIn and KM variables have a significant positive effect on the OP variable by 67.1%, which means that 32.9% comes from other variables that are not studied. The regression equation obtained from this study is Y = 4.927 + 0.160 X1 + 0.066 X2.

Based on multiple regression analyses conducted, it was found that PKIn and KM simultaneously affect OP. Both variables have an influence of 67.1% on OP, which shows that their contribution to OP is quite significant. Therefore, to achieve a good OP, the

three cafes studied need to pay attention to PKIn and KMP aspects in their work environment.

The three cafes that are the object of this study have several characteristics in common. First, they have a similar concept in terms of offering coffee as the main menu. Second, the theme of the café atmosphere of these three places also has similarities with offering a comfortable atmosphere like home. Third, the three cafes are included in the medium business scale, with the number of employees ranging from 10-15 people. Although these three cafes have similar characteristics, the results of frequency distribution analysis show a difference in employee responses between café Z and café X and Y.

Table 5
Cafe Score Results Per Variable

Cafe	Score Results Per Variable		
	PKIn	**MILES**	**OP**
X	Good	Good	Enough
Y	Good	Good	Enough
Z	Enough	Enough	Less

From the results of the frequency distribution analysis listed in Table 5, it can be seen that there are differences in the responses of X, Y, and Z employees to PKIn, KMP, and OP variables. Cafe Z employees' responses to PKIn and KMP variables fall into the 'sufficient' category, while responses to OP variables fall into the 'less' category. On the other hand, the responses of café X and Y employees to PKIn and KMP variables were included in the 'good' category, and responses to the OP variables were included in the 'sufficient' category. This finding supports the results of multiple regression analysis, which shows that PKIn and KMP variables together affect OP.

The measurement of the 'lack' of OP delivered by Café Z employees is allegedly caused by the implementation of PKIn and KM, which only reach the 'sufficient' category in Cafe Z. This difference in employee responses may be due to differences in organizational policies, which also affect the implementation of PKIn and KMP in each café. Therefore, to understand the differences in these policies, in-depth interviews were conducted with leaders from each café, covering three aspects, namely product development, marketing, and evaluation meetings. Through this interview, it is hoped that a deeper understanding of different policies and how cafes can improve existing conditions.

In the field of product development, it can be seen that employees at café Z are not given the opportunity to demonstrate their innovative abilities because all decisions are determined by the leadership without considering the proposals or ideas of employees. The head of café Z revealed that he does not plan to add any new drinks other than coffee, although café Z employees have proposed adding a new menu. This is because the head of café Z wants to focus on serving existing customers, so it only plans to develop coffee-

based products. This situation is different from café X and café Y. Cafe X, and Y owners provide opportunities for employees to provide innovative ideas such as adding new menus. Cafe X and Y owners also often add new menus based on proposals from employees. Both café X and café Y also often offer seasonal menus that are usually only available for three months. This seasonal menu is based on the idea of employees knowing the menu trends at any given time. By offering seasonal menus, both cafes also apply the application of knowledge, where knowledge from employees about trending menus is made into real products sold by the café. In terms of product development, it can be concluded that café X and café Y owners provide opportunities for employees to develop creative ideas, including innovative work behaviors such as looking for trending menus every time. Meanwhile, café Z leaders limit employees' innovative work behavior because they want to focus on developing coffee-based products and serving existing customers.

In terms of marketing, café Z leaders stated that they use the services of vendors or third parties so that content ideas and marketing concepts entirely rely on third parties. Employees are not given the opportunity to contribute ideas about marketing content that matches the characteristics of the café where they work. At the same time, café X and Y do not use vendor services for marketing activities, so all marketing activities are managed independently by leaders and employees. This makes content ideas more in line with the characteristics of each café and the tastes of its customers. On the other hand, this shows that café X and café Y leaders provide opportunities for their employees to develop innovative thinking (such as ideas related to marketing content) and channel employee skills such as image editing or content creators for marketing on social media.

In terms of evaluation meetings, the three cafes also have differences where café Z only conducts evaluations once a month, which is generally done to recap the number of sales of mainstay menus (coffee) and categorize customers based on new customers or old customers. The evaluation meeting will be conducted by gathering all employees, and leaders will conduct a review as a whole. Unlike café Z, Café X and Y routinely hold evaluations with a sharing system between employees and owners. Usually, the things evaluated will be more related to the system of dividing hours/shifts between employees and listening to employee opinions on what ideas should be done to increase café sales. Through this routine evaluation, café X and café Y have also carried out knowledge management in the form of knowledge generation where cafes can get ideas such as new menus that are currently trending, how competitors' menus, how market tastes are related to marketing content and so on from the results of discussions with their employees (knowledge sharing). Regular café evaluations will be beneficial if employees are proactive and willing to contribute their ideas (PKIn).

When comparing café X and Y and café Z, it can be seen that café X and Y involve employees to innovate in the workplace such as receiving new menu proposals every three months, listening to employee ideas related to marketing concepts, providing a place for employees to channel editing skills or content creators. In café Z, employees are not given the opportunity to channel their knowledge for the progress of the company.

Besides that, the leader also refuses to involve employees in innovating, so the company tends not to innovate for a long time, which results in less organizational performance than the other two cafes.

Based on the description above, it can be concluded that café shop leaders need to provide opportunities for employees to contribute ideas, provide a forum that can be a place for employees to show their skills, and listen to and appreciate employee ideas and ideas. This is necessary so that employees can have PKIn and cafes can have good KM and lead to better OP. If the café does not provide opportunities for employees to channel ideas, employees will feel constrained and unappreciated, resulting in decreased employee performance, low KMP because employees do not contribute their ideas, and decreased OP.

Conclusion

The results of multiple linear regression analysis show that innovative work behavior and knowledge management have a significant influence on organizational performance. The variables of innovative work behavior (PKIn) and knowledge management (KM) contributed 67.1% to organizational performance (OP), while the remaining 32.9% was influenced by other factors that were not studied. Through interviews, policy differences were found among the three cafes studied related to product development, marketing, and evaluation. Café Z has different policies, and its organizational performance is lower compared to café X and Y. Therefore, it is recommended that café Z leaders pay more attention to the opinions and ideas of employees to improve café performance. Café X and Y implement KM practices by exploring creative ideas from employees and conducting regular evaluations. This shows that PKIn employees are related to KM. Differences in leadership styles also influence employee responses to innovative work behaviors and knowledge management. Future research can explore the relationship between innovative work behavior and knowledge management, as well as the influence of leadership style on innovative work behavior. Further studies can also be undertaken in other sectors to broaden this understanding.

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