

The Effect of Organizational Behavior on Experience-Based Strategies at Cafe Utton

Asnia Minarti¹, Nur Alisyah², Ratih Pratidina³, Puji Rahmah⁴, Surianti⁵

¹Department of Management, Lamappapoleonro University, Indonesia

²Department of Management, Lamappapoleonro University, Indonesia

³Department of Management, Lamappapoleonro University, Indonesia

⁴Department of Management, Lamappapoleonro University, Indonesia

⁵Department of Management, Lamappapoleonro University, Indonesia

**Corresponding Author : pujirahmah925@gmail.com*

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Abstract

This study aims to analyze the influence of organizational behavior on experience-based strategy at Café Utton. In the current competitive business environment, cafés are required not only to offer products and services but also to create meaningful customer experiences. Organizational behavior plays an important role in shaping employee attitudes, communication patterns, teamwork, and service quality, which ultimately contribute to the implementation of an effective experience-based strategy. This research uses a quantitative approach with a survey method. Data were collected through questionnaires distributed to employees and customers of Café Utton. The variables in this study consist of organizational behavior as the independent variable and experience-based strategy as the dependent variable. Data analysis was conducted using statistical techniques to determine the relationship and influence between variables. The results of the study indicate that organizational behavior has a positive and significant effect on experience-based strategy at Café Utton. This shows that better organizational behavior within the workplace leads to improved customer experience, which strengthens customer satisfaction and loyalty. Therefore, organizational behavior is an important factor in supporting the successful implementation of experience-based strategies in the café industry.

INTRODUCTION

Background

The culinary industry has experienced rapid growth in recent years, particularly with the emergence of cafés that offer not only food and beverages but also unique and memorable customer experiences. In the modern business environment, cafés are no longer competing solely on product quality such as taste, price, or menu variety. Instead, competition has shifted toward the ability to create an engaging and meaningful customer experience that influences emotions, perceptions, and loyalty.

In this context, experience-based strategy has become an essential approach for many café businesses, including Café Utton. Experience-based strategy refers to a business approach that

focuses on creating emotional and sensory experiences for customers through service quality, ambiance, employee interaction, and overall service delivery. Customers today are not only purchasing products; they are also seeking enjoyment, comfort, social interaction, and memorable experiences during their visit.

However, the success of implementing such a strategy is highly dependent on internal organizational factors, particularly organizational behavior. Organizational behavior refers to the study of how individuals and groups act within an organization and how these behaviors influence overall organizational performance. It includes aspects such as communication patterns, leadership style, teamwork, motivation, organizational culture, and employee attitudes toward work.

According to Ibrahim, Suhairi, and Asmini (2024), a strong organizational culture significantly enhances employee performance. A positive culture creates a working environment where employees feel valued, motivated, and aligned with organizational goals. In the context of a café business, such performance is directly reflected in the quality of customer service. Employees who are well-supported by a healthy organizational culture tend to deliver better service, interact more positively with customers, and contribute to a more enjoyable customer experience.

Furthermore, employee motivation plays a critical role in determining productivity. Mansur, Suhairi, and Putri Nugroho (2023) argue that high levels of motivation lead to increased work productivity. In service-oriented industries such as cafés, productivity is closely related to service speed, accuracy, friendliness, and consistency. Motivated employees are more likely to serve customers efficiently and maintain high service standards even during busy operational hours.

Café Utton, as one of the competitive players in the culinary industry, must pay serious attention to organizational behavior as a foundation for developing an effective experience-based strategy. Without strong internal organizational behavior, it becomes difficult for a café to consistently deliver high-quality customer experiences. For example, poor communication among staff, lack of motivation, or weak leadership can negatively affect service quality and ultimately reduce customer satisfaction.

On the other hand, when organizational behavior is well-managed, it creates a positive working environment that encourages employees to perform at their best. This leads to improved service quality, better customer interaction, and stronger emotional connections between the café and its customers. As a result, customers are more likely to return, recommend the café to others, and develop long-term loyalty.

In addition, previous studies in business management emphasize the importance of strategic alignment between internal organizational factors and external customer experience. Puji Rahmah, in her research, highlights that appropriate business strategies have a significant influence on consumer satisfaction. This indicates that strategic success is not only determined by external marketing efforts but also by internal organizational readiness in delivering promised value to customers.

In the case of Café Utton, experience-based strategy cannot be effectively implemented without strong organizational behavior support. For instance, creating a comfortable café atmosphere requires coordination between employees, consistency in service delivery, and strong communication between management and staff. If these elements are not well integrated, the intended customer experience may not be achieved.

Moreover, customer expectations in the modern era are increasingly high. Customers expect not only good products but also fast service, friendly interaction, aesthetic environments, and personalized experiences. Therefore, cafés must ensure that every employee understands their role

in shaping customer experience. This requires a well-structured organizational behavior system that supports training, motivation, teamwork, and continuous improvement.

Based on these considerations, it becomes important to examine how organizational behavior influences the implementation of experience-based strategy at Café Utton. Understanding this relationship can help identify key internal factors that contribute to customer satisfaction and business success. Furthermore, it can provide insights for improving management practices in similar café businesses facing competitive pressure in the culinary industry.

Research Objectives

The objectives of this study are as follows:

1. **To analyze the influence of organizational behavior on experience-based strategy at Café Utton.**

This objective aims to identify how internal organizational factors such as communication, leadership, teamwork, and motivation affect the implementation of customer experience strategies within the café environment.

2. **To examine the role of organizational behavior in improving service quality.**

This study seeks to understand how employee behavior influenced by organizational systems contributes to service speed, friendliness, and overall service excellence, which are critical components of customer experience.

3. **To evaluate the impact of experience-based strategy on customer satisfaction.**

This objective focuses on understanding how strategies designed to enhance customer experience influence customer satisfaction, loyalty, and repeat purchase intention.

4. **To identify the relationship between employee motivation and customer experience quality.**

This aims to explore how motivated employees contribute to better interactions with customers and improve the emotional and sensory experience at Café Utton.

5. **To provide strategic recommendations for improving café performance based on organizational behavior principles.**

This study also aims to produce practical suggestions for Café Utton management in strengthening internal organizational systems to support sustainable competitive advantage.

METHOD

Research Design

This study adopts a quantitative research approach with an explanatory research design. The quantitative approach is used because the study aims to measure and analyze the influence of organizational behavior on experience-based strategy at Café Utton in a systematic, objective, and statistical manner. Quantitative research allows the researcher to test hypotheses and examine relationships between variables using numerical data.

The explanatory design is appropriate for this study because it seeks to explain causal relationships between independent and dependent variables. In this case, organizational behavior is positioned as the independent variable, while experience-based strategy is the dependent variable. The study aims to determine whether variations in organizational behavior significantly influence the implementation of experience-based strategies in Café Utton.

This research also uses a survey method as the primary data collection technique. The survey

method is considered suitable because it allows researchers to collect data directly from respondents using structured questionnaires. This method is effective in obtaining perceptions, attitudes, and experiences of employees and customers related to organizational behavior and service experience at Café Utton.

Research Location and Time

The research was conducted at Café Utton, a café business located in Indonesia. The selection of Café Utton as the research location is based on its relevance to the topic being studied, particularly in terms of service-based business operations and customer experience strategies.

The study was conducted over a specific research period that includes preparation, data collection, data analysis, and report writing stages. The duration of the research was adjusted to ensure that all required data could be collected thoroughly and accurately.

Population and Sample

Population

The population in this study consists of all employees and customers of Café Utton. Employees are included because they directly represent organizational behavior in practice, while customers are included because they are the recipients of experience-based strategies implemented by the café.

The population is considered relevant because both groups play an important role in determining the success of service delivery and customer experience. Employees reflect internal organizational behavior, while customers reflect external responses to that behavior in the form of satisfaction and experience perception.

Sample

The sample is a subset of the population selected to represent the entire population. In this study, the sampling technique used is purposive sampling. Purposive sampling is chosen because the researcher selects respondents based on specific criteria relevant to the research objectives.

For employees, the criteria include individuals who are directly involved in service delivery, such as waiters, baristas, and operational staff. For customers, the criteria include individuals who have visited Café Utton at least once and have experienced the café's services.

The number of samples is determined based on research feasibility and statistical requirements for quantitative analysis. The sample size is considered sufficient to provide reliable and valid results for hypothesis testing.

Variables and Operational Definition

This study consists of two main variables:

Independent Variable (X): Organizational Behavior

Organizational behavior refers to the attitudes, actions, and interactions of individuals within Café Utton that influence organizational performance. This variable includes several indicators such as:

- Leadership style
- Communication effectiveness
- Employee motivation
- Teamwork and cooperation

- Organizational culture

These indicators represent how internal organizational systems shape employee performance and behavior in delivering services.

Dependent Variable (Y): Experience-Based Strategy

Experience-based strategy refers to the business strategy implemented by Café Utton to create positive and memorable customer experiences. The indicators of this variable include:

- Service quality
- Customer interaction
- Atmosphere and ambiance
- Emotional engagement
- Customer satisfaction

This variable measure how well Café Utton creates meaningful experiences that influence customer perception and loyalty.

Data Types and Sources

The data used in this study consist of primary data and secondary data.

Primary Data

Primary data is obtained directly from respondents through questionnaires distributed to employees and customers of Café Utton. This data reflects real perceptions, experiences, and responses related to organizational behavior and customer experience.

Secondary Data

Secondary data is obtained from books, journals, articles, and previous research studies related to organizational behavior, experience-based strategy, and customer satisfaction. This data is used to support theoretical frameworks and strengthen research analysis.

Data Collection Techniques

The data collection technique used in this study is a structured questionnaire using a Likert scale. The Likert scale is used to measure respondents' attitudes and perceptions by providing five alternative answers ranging from strongly disagree to strongly agree.

The questionnaire is designed based on research indicators for each variable. It is distributed both physically and digitally depending on respondent accessibility. This method ensures that data collection is efficient and reaches a wider range of respondents.

In addition to questionnaires, observation is also used as a supporting technique. The researcher directly observes service interactions, employee behavior, and customer experiences at Café Utton to complement questionnaire data.

Data Analysis Techniques

The data analysis in this study uses statistical analysis techniques with the help of software such as SPSS or similar applications. The analysis techniques include:

Validity Test

The validity test is used to determine whether the questionnaire items accurately measure what they are intended to measure. An instrument is considered valid if the calculated correlation value is greater than the critical value.

Reliability Test

The reliability test is used to determine the consistency of the research instrument. Cronbach's Alpha is used as the measurement tool, where a value above 0.70 indicates that the instrument is reliable.

Classical Assumption Test

Before performing regression analysis, classical assumption tests are conducted to ensure that the data meet statistical requirements. These tests include:

- Normality test
- Multicollinearity test
- Heteroscedasticity test

These tests ensure that the regression model used in the study is unbiased and appropriate.

Linear Regression Analysis

Linear regression analysis is used to determine the influence of organizational behavior on experience-based strategy. This analysis helps measure the direction and strength of the relationship between variables.

The regression model used in this study is:

$$Y = a + bX + e$$

Where:

Y = Experience-based strategy

X = Organizational behavior

a = Constant

b = Regression coefficient

e = Error term

Hypothesis Testing

Hypothesis testing is conducted using t-test and significance value (p-value). If the significance value is less than 0.05, it means that organizational behavior has a significant effect on experience-based strategy.

Research Framework

This study is built on the assumption that organizational behavior influences experience-based strategy. Good organizational behavior improves employee performance, which leads to better service quality and enhanced customer experience. This ultimately increases customer satisfaction and loyalty at Café Utton.

The conceptual relationship can be summarized as follows:

Organizational Behavior (X) → Experience-Based Strategy (Y)

Summary of Methodology

This study uses a quantitative explanatory approach with a survey method to examine the influence of organizational behavior on experience-based strategy at Café Utton. Data are collected through questionnaires and analyzed using statistical methods such as validity testing, reliability testing, classical assumption tests, and linear regression analysis. The methodology is designed to ensure that the research results are valid, reliable, and scientifically acceptable.

RESULTS AND DISCUSSION

Research Results and Discussion

The findings of this study indicate that organizational behavior at Café Utton has a significant influence on service quality. Employees who demonstrate discipline, responsibility, and high levels of motivation are able to provide better service to customers. These behaviors are reflected in faster service delivery, improved communication with customers, and a more consistent level of hospitality during operational activities.

This result confirms that internal organizational factors play a crucial role in shaping the overall performance of service-based businesses such as cafés. In the context of Café Utton, employees are the primary actors who directly interact with customers. Therefore, their behavior becomes a key determinant in creating a positive customer experience. When employees show professionalism and commitment, customers are more likely to feel satisfied and comfortable, which ultimately increases customer loyalty.

These findings are consistent with the study conducted by Ibrahim (2024), who stated that organizational culture significantly influences employee performance. A strong organizational culture provides clear values, norms, and expectations that guide employee behavior in the workplace. At Café Utton, a positive organizational culture encourages employees to work collaboratively, respect each other, and prioritize customer satisfaction. This environment leads to improved service quality and strengthens the overall customer experience.

Furthermore, Mansur (2023) also emphasizes that motivation plays a critical role in improving work productivity. Employees who are highly motivated tend to be more energetic, focused, and willing to go beyond their basic job responsibilities. In the context of Café Utton, motivated employees are more likely to serve customers with enthusiasm, maintain cleanliness and orderliness, and respond quickly to customer needs. This contributes directly to the creation of a pleasant dining experience.

Motivation in the workplace can be influenced by several factors, such as incentives, recognition, leadership style, and working conditions. At Café Utton, motivational strategies such as appreciation for good performance and a supportive work environment help employees maintain high performance levels. As a result, the quality of service improves consistently over time.

In addition to motivation and organizational culture, training also plays an important role in improving service quality. Employees who receive regular training are better equipped with the necessary skills to perform their duties effectively. Ramli (2024) explains that training significantly enhances employee competence, particularly in service-oriented industries. This includes training in communication skills, customer handling, problem-solving, and product knowledge.

At Café Utton, training programs help employees understand how to interact with customers in a professional and friendly manner. Training also ensures that employees are capable of handling various customer situations, including complaints and special requests. As a result, service delivery becomes more consistent and aligned with customer expectations.

From the customer perspective, experience-based strategy plays a very important role in shaping satisfaction. Experience-based strategy refers to the

approach used by businesses to create emotional, sensory, and psychological experiences for customers. At Café Utton, this strategy is implemented through friendly service, a comfortable atmosphere, aesthetic interior design, and positive interactions between staff and customers.

The findings show that customers respond positively to these experience-based strategies. Many customers feel more comfortable when they are welcomed warmly and served politely. The atmosphere of the café also contributes significantly to their overall experience. A clean, comfortable, and aesthetically pleasing environment encourages customers to stay longer and return in the future.

This result is supported by Abbas (2022), who states that a customer-oriented approach can significantly increase sales performance. When customers feel valued and appreciated, they are more likely to develop emotional connections with the business. This emotional connection leads to repeat visits, positive word-of-mouth, and increased customer loyalty.

Moreover, the interaction between employees and customers is a key component of experience-based strategy. In service industries like cafés, customer satisfaction is not only determined by the product but also by how the service is delivered. Friendly greetings, attentive service, and quick response to customer needs create a strong impression that enhances the overall experience.

The integration of organizational behavior and experience-based strategy at Café Utton shows a strong interdependence. Good organizational behavior creates the foundation for excellent employee performance, which in turn supports the successful implementation of experience-based strategies. Without proper organizational behavior, it is difficult to maintain consistent service quality and customer satisfaction.

For example, if employees lack motivation or discipline, service quality may decline, leading to negative customer experiences. On the other hand, when employees are well-managed and supported by a positive organizational culture, they are more likely to deliver high-quality service consistently. This demonstrates that internal organizational factors directly influence external customer perceptions.

Another important finding is that teamwork among employees contributes significantly to service efficiency. In a café environment, coordination between kitchen staff, waiters, and cashiers is essential for smooth operations. When teamwork is strong, orders are processed faster, mistakes are reduced, and customer waiting time is minimized. This improves overall customer satisfaction.

Leadership also plays a crucial role in shaping organizational behavior. Effective leaders at Café Utton are able to guide employees, provide motivation, and ensure that work standards are maintained. Leadership that is supportive and communicative creates a positive work environment, which enhances employee performance and service quality.

In addition, communication within the organization is another important factor. Clear communication between management and employees ensures that tasks are understood and executed properly. Miscommunication can lead to service errors, delays, and customer dissatisfaction. Therefore, effective internal communication is essential for maintaining service quality.

From a broader perspective, this study highlights the importance of aligning

internal organizational behavior with external business strategy. Experience-based strategy cannot be successfully implemented without strong internal support systems. Organizational behavior acts as the backbone that ensures the smooth execution of service strategies.

In the context of Café Utton, the combination of motivated employees, strong organizational culture, effective training, and supportive leadership creates a solid foundation for delivering excellent customer experiences. This integration ultimately leads to increased customer satisfaction, loyalty, and business sustainability.

Furthermore, in competitive industries such as cafés, customer experience has become a key differentiator. Many cafés may offer similar products, but only those that can deliver superior experiences will succeed in attracting and retaining customers. Therefore, the role of organizational behavior becomes even more critical in maintaining competitive advantage.

The findings of this study also suggest that continuous improvement is necessary. Café Utton should continue to invest in employee development, training programs, and organizational improvements to maintain high service standards. Customer expectations are constantly evolving, and businesses must adapt accordingly to remain competitive.

Overall, the results of this study emphasize that organizational behavior is not only an internal management concept but also a strategic factor that directly influences business success. By strengthening organizational behavior, Café Utton can enhance service quality, improve customer experience, and achieve long-term business growth.

Summary of Discussion

In conclusion, organizational behavior at Café Utton has a strong and positive impact on service quality and customer experience. Factors such as motivation, discipline, training, leadership, and teamwork all contribute to improved employee performance. This, in turn, enhances experience-based strategies and increases customer satisfaction.

The study confirms previous theories by Ibrahim (2024), Mansur (2023), Ramli (2024), and Abbas (2022), highlighting that organizational behavior and customer-oriented strategies are essential for success in the service industry.

CONCLUSIONS AND SUGGESTION

Based on the results of the study and discussion, it can be concluded that organizational behavior has a significant and positive influence on service quality and experience-based strategy at Café Utton. Employees who demonstrate discipline, high motivation, and strong teamwork are able to deliver better service to customers, which ultimately improves the overall customer experience.

A positive organizational culture, effective leadership, and continuous employee motivation play an important role in shaping employee behavior in the workplace. These factors contribute to better communication, faster service delivery, and more professional interactions with customers. As a result, customers feel more satisfied and comfortable when receiving services at Café Utton.

In addition, employee training has been proven to enhance service quality by improving employee competence and skills in handling customers. This shows that

human resource development is an essential factor in supporting the implementation of experience-based strategies in the café industry.

From the customer perspective, experience-based strategies such as friendly service, comfortable atmosphere, and positive interaction have a strong impact on customer satisfaction and loyalty. Therefore, it can be concluded that the success of Café Utton in creating a positive customer experience is strongly influenced by its internal organizational behavior system.

Overall, organizational behavior serves as a key foundation in supporting the effectiveness of experience-based strategies, which ultimately contributes to customer satisfaction and business sustainability.

Recommendations

Based on the findings of this study, several recommendations can be proposed:

1. For Café Utton Management

Café Utton is advised to continue improving organizational behavior by strengthening employee discipline, motivation, and teamwork. Management should also maintain a positive organizational culture that supports open communication and collaboration among employees. Regular training programs should be conducted to enhance employee skills, especially in customer service, communication, and problem-solving. In addition, management should continuously evaluate service quality to ensure consistency in delivering positive customer experiences. Providing rewards or incentives for high-performing employees can also help increase motivation and productivity.

2. For Employees

Employees are encouraged to maintain a high level of professionalism in providing services to customers. They should actively improve their communication skills and show a friendly and responsive attitude in every customer interaction. Employees are also expected to participate actively in training programs to enhance their competencies and service quality.

3. For Future Researchers

Future researchers are advised to expand the scope of this study by including additional variables such as customer loyalty, pricing perception, or digital marketing influence. Using a mixed-method approach (quantitative and qualitative) is also recommended to gain deeper insights into customer behavior and organizational dynamics in the café industry.

Further studies may also compare different cafés to obtain broader generalizations regarding the relationship between organizational behavior and experience-based strategies in the food and beverage sector.

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