



Original Article

Precarious Work in Hospitality Sector : Barista's Experience as Contract Worker

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Abstract:

This research explores the precarious employment conditions of baristas in the hospitality industry sector in Indonesia. It was found that job uncertainty and wages below the minimum standard are the primary issues faced by baristas. The study utilized in-depth interviews with a number of baristas who had completed their work contracts for more than 1 month, as well as interviews with coffee shop owners. The main findings include (1) uncertainty caused by the inability to meet the needs of baristas and (2) uncertainty caused by business conditions in the hospitality sector. The research results suggest recommendations, such as (1) owners' aspirations to implement inclusive leadership, (2) improvements to barista competency training, and (3) enhancements to regulatory policies related to the coffee shop business to reduce instability in market conditions. Thus, this research provides valuable insights for business owners and policymakers to improve working conditions in the hospitality sector, particularly at the barista level.

Keywords: Precarious Work, Hospitality Industry, Life Experience & Perception, Barista & Owner



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Introduction

The Hospitality Industry is a company or agency that provides services to guests or tourists (Alase, 2017). According to Horner (1996), the hospitality industry is divided into 4 categories: Food and Beverage, Travel and Tourism, Recreational Places, and Lodging (lodging). These four sectors have different roles but have the same function: providing the best service to customers so that they feel satisfied and happy during their visit.

In 2023, the condition of the business sector in Indonesia are escalated, especially in the hospitality industry sector. This statement is proven by the increase in foreign and domestic tourist trips (Gagnon et al., 2023; Gupta & Shaw, 2014). The number of foreign tourist trips during 2022 continues to increase, reaching 952,469 total trips. Over the last two years (2021 – 2022), the number of domestic tourist trips has increased, reaching 734,854 total trips.

The increase in the number of tourist trips influence hospitality industry trends in 2022–2023. There is one trend among consumers when choosing a restaurant or cafe, it called "product placement in films". The film industry is a new opportunity for marketers to market their products, because viewers can be exposed to brands, logos, advertisements, messages without realizing it ([Bosmans et al., 2023](#); [Dogru et al., 2023](#)). Some examples include the film "AADC 2" in 2016.

Referring to the films "AADC 2" and "Filosofi Kopi", there are several similarities regarding products that have experienced an increase in sales. These products are coffee and "coffee shop". The development of coffee in Indonesia has now entered the "third-wave" phase or a period where coffee shops become spaces for gastronomic experiences, giving rise to the barista as a respected profession as well as coffee as a special product that requires artisanal expertise ([Lee, 2021](#); [Lee & Ruck, 2022](#); [Papa et al., 2023](#)).

There are several indicators for maintain coffee shop business that need to be considered (health protocols, product taste, and consumer feedback) which can be carried out by the barista. According to Barista Guild of Indonesia (BGI), a barista is a professional who works in a coffee shop with certain experience and qualifications to brew coffee and other espresso-based drinks while demonstrating skill, quality and creating a culinary sensation that can then ultimately be enjoyed and appreciated by all person ([Huang & Baker, 2021](#); [Rahmat & Priambada, 2018](#)).

Barista work also requires several other skills outside of brewing coffee. Some examples of other skills are that baristas also need to master several skills possessed by waiters and several skills of a cashier ([Delecta, 2011](#); [Dogru et al., 2023](#)). Some of the skills and responsibilities given to baristas should get some appreciation from the business owner (appropriate wages, a supportive work environment, and providing an appropriate workload).

The unstable of a coffee shop's asset caused the owner to use several policies regarding it's human resources, such as; employment contract & wages. Some coffee shops do not have clear work system for their barista's. Apart from unclear work systems, most barista's earn wages below the minimum wage. It's defined being able to influence a decrease in job satisfaction which leads to the precarious work.

Methods

This research was conducted to determine precarious work based on several life experiences of several baristas. The research method uses qualitative methods with a interpretivism approach ([Korstjens & Moser, 2018](#); [Moleong, 2017a, 2017b](#)). An interpretivism approach was taken by conducting semi-structured interviews with baristas spread throughout Indonesia and interviews few owners who handle coffee shop business. Sampling was carried out using 2 techniques, namely: purposive sampling & snowball sampling.

Profile of the sample

Data collection was carried out using an exploratory survey, a total of 85 respondents were collected. Of the 85 total respondents, several samples were successfully selected through purposive sampling with the following criteria ([Braun & Clarke, 2012](#); [Sugiyono, 2013](#)): (1) Respondents availability, Some of 51 people of the samples were taken with a percentage of 60% of the 85 total respondents. (2) Age category, Some of 30 people of the samples were taken of the 51 total respondents with range : 23 – 28 years. (3) Job Satisfaction, 21 people with dissatisfaction in work facilities were taken from 30

total respondents. And (4) Interview method, 13 samples were collected with characteristic that described in Table 1.

Table 1. Sample Characteristic.

No	Characteristic	Total
1	Age	23 Years old : 2 samples
		24 Years old : 4 samples
		25 Years old : 2 samples
		26 Years old : 4 samples
		27 Years old : 1 samples
		28 Years old : 0 samples
2	Gender	Man : 8 samples
		Woman : 5 samples
3	Previous Job	Barista : 8 samples
		Other Barista : 5 samples
4	Educational Background	Bachelor : 9 samples
		Senior HS : 4 samples
5	Status	Single : 12 samples
		Marriage : 1 samples
6	Domicile	Central Java : 4 samples
		DKI Jakarta : 3 samples
		West Java : 2 samples
		Jogja : 2 samples
		Bali : 1 samples
		East Java : 1 samples
7	Job Status	Contract : 9 samples
		Part-time: 4 samples

Design of the interviews

Interviews were conducted in a semi-structured form. Interviews conducted with the subjects being researched can provide free and unrestricted answers, but the subjects being researched must not deviate from the predetermined theme ([Sugiyono, 2013](#)). 13 samples were interviewed by online method. Interviews were conducted with 13 respondents using Zoom and Google Meet and took approximately 1 hour and 15 minutes - 2 hours.

Procedure of Analysis

At this research stage, the data analysis used was thematic analysis. According to Arnold (2006), thematic analysis is a method for identifying, analyzing and reporting patterns or themes in data. In the creation procedure, the process of thematic analysis consists of six stages, namely understanding the data, identifying initial codes, identifying themes, reviewing themes, defining and naming themes, and reporting ([Braun & Clarke, 2012](#)) Braun, V., & Clarke, V. (2012). *Thematic analysis*. American Psychological Association.

At the stage of the data understanding process, the research identified several possibilities, interesting findings, and relationships between several pieces of literature and data from interviews from sources who found points of inconsistency that were used

to deepen the meaning in carrying out an analysis. At the initial code identification stage, the researcher grouped them by providing several codes and grouping them based on the codes that had been created.

At the theme identification stage, the researcher processed the code results which were then regrouped into a theme ([Siyoto & Sodik, 2015](#)). At the theme review stage, the researcher understands the themes that have been collected (themes vary, themes form a pattern, themes produce a narrative). At the theme naming stage, the author defines the theme findings that identify the meaning of the answers given by the sources.

In the final stage, namely reporting, the researcher presents information based on the findings obtained from previous processes.

Results

Based on the results of data collection carried out on several samples, this research produced 2 themes consisting of: (1) Incompatibility of PKWT and PKWTT Barista Rights which is composed of 3 sub-themes, namely Incompatibility of Wages and Bonuses, Rest Time and Away Leave is Not Enough, and High Workload and Career Ambiguity; (2) Hospitality Sector Business Conditions which are composed of 3 sub-themes, namely Introduction Stage Problems, Growth Stage Problems, and Maturity Stage Problems.

Incompability Rights

The discrepancy in Barista Rights results from the personal perception of baristas based on their experience as human resources in coffee shops. Some other baristas feel injustice based on the job description that they take which is considered to be above and beyond their profession as a barista. There are at least 3 problems that they felt since they took a profession as a barista : (1) Wage and bonus are mismatch of they need, (2) Rest and permitted leave doesn't enough, and (3) High workload and career ambiguity.

Wage and bonus are mismatch of they need

According to them (baristas), the suitability of wages and bonuses can indirectly reduce and become one of the factors causing the precariousness of the barista profession. There are 3 findings that describe the reason why their wages and bonuses are mismatch of they need : (1) Sufficient wages with certain expenditure standards, (2) Wages as a standard of sufficiency for a family need, and (3) Bonuses and benefits far from expectations.

Sufficient wages with certain expenditure standards

Informant A1 has the view that the wage discrepancy in the barista profession is based on the wages given by the owner not being sufficient to meet the needs of the workers who make this profession their main source of income.

"You could say that the wages from the work I was focused on were personally sufficient for me because I was still given pocket money from my parents. "But remember, for example, if you only hang out once, order 1 coffee, if it's above that, you understand whether it's enough or not." (Informant A1, Male, 26 Years).

Based on the statement above, it is clear that the barista profession cannot be used as the recommended profession in choosing a job, especially for some people who want to achieve financial freedom.

Wages as a standard of sufficiency for a family need

Informant B1 also responded about how the salary he received was a consideration for continuing to the next status level, it called marriage. She emphasized several factors

that hindered her from carrying out married life. The explanation from source B1 is supported by the following statement.

"The decision to get married does require a lot of consideration, depending on the future husband, there are many things that need to be considered, bro. It would be a shame, for example, if you already have children, you can just give them espresso" (Informant B1, Female, 27 Years).

Based on the statement above, researchers assume that the wage discrepancy felt by baristas is also caused when someone has another standard of living, such as married life.

Bonuses and benefits far from expectations.

Informant B3 explained several factors that could increase his dissatisfaction while pursuing the barista profession. One of the factors of dissatisfaction in her workplace is the provision of bonuses and allowances which are felt to be lacking from the owner as a form of appreciation for the barista as the human resource that he has.

"From the start, I knew that the allowance provided by the owner was relatively small, I also knew that the minimum wage in our region was equally small. But at least when I come home, I can give a little gift to my younger cousins." (Informant B3, Male, 24 Years).

Based on the statement above, researchers assess that the far-reaching standard of benefits combined with the low expectations of baristas for their work can reduce their commitment when pursuing the barista profession.

Rest and permitted leave doesn't enough

Insufficient rest time and leave time according to them (baristas) can directly influence the perception of baristas towards the profession and can be one of the factors causing precariousness. There are 2 findings that describe the reason why their wages and bonuses are mismatch of they need : (1) Hospitality reduces rest and (2) Permitted leave time and unsupported co-workers.

Hospitality reduces rest

Informant D3 has the view regarding the owner in maintaining hospitality values which are considered too high and wasting time which is considered quite critical for a barista. She thinks that the idealism that burdens his baristas can increase feelings of disappointment with a job.

"I rarely take a break, bro, during the daytime, the coffee shop is busy, there are lots of tables that have to be cleaned every time a customer leaves the place." (Informant D3, Female, 24 Years).

Based on the statement above, implicitly, the barista complained that the rest time was not considered sufficient to restore energy for the workload she received.

Permitted leave time and unsupported co-workers.

Informant B4 also explained that the experience he received regarding leave depended on the conditions of the coffee shop, which was based on his co-workers. He explained that the owner did not give him permitted leave based on several reasons such as: the coffee shop's large staff needs such as certain events (promotions & national holidays) and the availability of human resources (whether colleagues were on leave at the time of the permitted application).

"Permitted leave huh? Well, it depends on your co-workers, bro. Sometimes the application is accepted by the owner, but sometimes the application is rejected, because a

co-worker had permission at the time of the application. Yes, even though the permission was not clear at that time." (Informant B4, Male, 24 Years).

Based on the statement above, informant explained that there was dissatisfaction regarding the decision to grant leave made by the owner, but this dissatisfaction was felt by the barista because of the working environment conditions that he has experienced like his co-workers.

High workload and career ambiguity

According to them (baristas), the high workload and lack of clarity in this profession indirectly makes the barista profession as a profession that has job precariousness. Researchers provide an overview of conditions that are thought to be the cause of high workloads and career ambiguity, such as: (1) Work that is outside the job description and (2) Concerns about not being promoted.

Work that is outside the job description

The barista profession is a profession that has a wealth of quite varied experiences. These experiences can create variations in the increasing workload they receive. Informant C1 has experience regarding what the owner ordered which she felt increased her workload as a barista.

"I was quite surprised, bro, when I worked at the (new) coffeeshop, usually the work that has to be handled by two people, now I have to handle it myself, actually it's okay, bro, but I was a little surprised at the beginning. Plus I have to take care of the owner's children." (Informant C1, Female, 23 Years).

Based on the statement above, informant C1 has the opinion that the owner still does not understand the job description that he must give and convey to his workers, which ultimately makes this profession as a profession that has a potential precariousness.

Concerns about not being promoted

Some baristas are not yet able to view their careers broadly. Some baristas believe that the contribution they make to the workplace is not well appreciated by the owner. Informant A2 has experience that what he gave to the owner did not produce appropriate career guarantees. Informant A2 believes that he still doesn't know the future after he reaches maximum performance when he becomes a barista.

"I'm quite unsure, after I've been in this profession for almost a year, what my next career will be in this coffee shop, in fact, if the coffee shop where my friend works is still have a guarantee to become a store manager." (Informant A2, Male, 24 Years).

Based on the statement above, the ambiguity of career paths in the coffee shop where informant A2 worked made the source face doubt after he had been in the profession for one year. Informant A2 felt a degression in performance caused by the doubt that he felt. This doubt ultimately leads to precariousness in the profession if carried out in a long term.

Hospitality Sector Business Conditions

The perception of several owners is that precariousness is determined based on business conditions that occur in the hospitality sector. 3 owners explained their precariousness to the barista profession based on the business conditions they are currently in. There are at least 3 problems that they felt since they handle a business based on 3 condition that they have to deal with : (1) Introduction Stage Problem, (2) Growth Stage Problem, and (3) Maturity Stage Problem.

Introduction Stage Problem

According to the owner who handled a business in an “introduction stage” condition. In the cycle of introducing the business to the community or known as the introduction stage, owner A has experience with HR personnel. There are finding that describe the precarious when the coffee business condition in “introduction stage” : Inability to baay barista Staff.

Inability to baay barista Staff

The owner 1 admits that he currently doesn't need a barista for several reasons, one example of the reason is profits which have not yet experienced a definite increase. The uncertainty of profit is what ultimately lies behind the owner's considerations regarding the need for baristas.

"For now, I personally prefer to handle it myself, the margins on my business are also small, I haven't thought about paying the barista, bro. After all, my business is also a small business." (Owner 1, Male, 31 Years).

The researcher then continued to ask questions related to the steps taken by the owner as the reason why he made the decision to take a "small margin" to find out the considerations and what the owner was thinking. The owner then explained the reasons for taking a "small margin". The researcher cited several reasons mentioned by Owner 1 based on the statement.

"In this region area where I live, people rarely go to coffee shops, plus on average they have a minimum income, so when I use a large margin, I'm afraid no one will buy it" (Owner 1, Male, 31 Years).

Growth Stage Problem

According to the owner who handled a business in an “growth stage” condition. In the cycle of introducing the business to the community or known as the growth stage, owner B has experience with HR personnel. There are finding that describe the precarious when the coffee business condition in “growth stage” : baristas have no desire to develop other potentials.

Baristas have no desire to develop other potentials.

The owner 2 admits that regarding the precarious of the barista profession, it reflects that she is an owner who has several subordinate baristas. According to her, the precarious of this profession is caused by how baristas do not have the desire to develop other potentials.

"Sir, actually the wages I give to HR already meet the requirements, it's not the minimum wage. This is all because our profits are less stable, that's why I told them to intensify promotions. But that's how lazy people are." (Owner 2, Female, 45 Years).

Based on the statements made by the owner 2, we obtained some information that the owner was thinking about various ways to solve the problems that occurred during the “growth stage” business cycle. The researcher then continued to ask questions related to considerations regarding how much appreciation they would get when carrying out additional tasks or work. The owner then explained the benefits that would be provided to her baristas in several forms based on the statement that had been explained.

"I will definitely give you benefits, bro, maybe not in the form of bonuses (money) in accordance with the regulations. "But I think that what I will give will be enough to meet the barista's needs, because I also see that the profit we get will be enough to meet the barista's appreciation needs or not" (Owner 2, Female, 45 Years).

Maternity Stage Problem

According to the head bar represented the owner 3 who handled a business in an “maternity stage” condition. In the cycle of introducing the business to the community or known as the maternity stage, head bar has experience with HR personnel. There are finding that describe the precarious when the coffee business condition in “maternity stage”: lack of barista’s loyalty value.

Lack of Barista’s Loyalty Value.

The head bar 3 admits that regarding the precarious of the barista profession, it reflects that he is an baristas leader who has several baristas. According to him, the precarious of this profession is caused by the behavior of the barista himself in responding to a job.

"It depends on how they view a profession, bro. For example, if he really understands a profession, at least he will know in the next 5- 10 years what they will be. But I was quite surprised that there were quite a lot of baristas coming in and out. Hahaha" (Head Bar 1, Male, 28 Years).

Based on the statements made by head bar 1, we obtained some information that head bar 1 has barista who have a low value of loyalty and commitment to the coffee shop, which is the topics that he focused on in “maternity stage” business condition Researchers also captured several other statements which prove that head bar 1 indirectly doubts the motivation of new baristas when entering and pursuing a new profession as a barista. Head bar 1 also indirectly explains that when the motivation to pursue the barista profession is high enough, the barista should already know the decisions they will take in the next 5 years.

DISCUSSION

Wages and Bonuses Beyond Expectations

Phenomena related to imbalance and incompatibility of rights given by baristas are thought to be one of the factors causing vulnerability to the barista profession. This mismatch indicates that the owner is unable to meet the needs of the barista ([Delecta, 2011](#); [Korstjens & Moser, 2018](#)). Baristas with family status tend to have work motivation only to maintain their position in the coffee shop, in other words the autonomous motivation of the baristas will tend to decrease. Autonomous motivation has an influence on employee job satisfaction, where when autonomous motivation decreases, employee job satisfaction will tend to be low ([Lashley, 2015](#); [Liu-Lastres et al., 2023](#)). One potential that occurs is that when workers have low motivation, the profession tends to be abandoned and owners will have difficulty getting human resources.

The facts obtained from some of the baristas are based on the results of exploratory surveys that have been carried out, that the wage standards given by the owner to the baristas are far from the provincial minimum wage standards ([dan Wirtz, 2011](#); [Poulston, 2015](#)). Even though the owner has made several efforts to ensure that wages can be met using other wage standards as stated in the regulations regarding wages with MSME standards, the perception of the baristas regarding how their work satisfaction and motivation is formed cannot be overcome. The expectation that baristas will receive bonuses and allowances when they pursue their profession is considered quite large. Even though the owner provides motivation and encouragement in other forms, such as: lunch covered by the workplace and free coffee facilities, something financial is only a desired factor.

The fact that the owner's potential was deemed unable to meet the needs and

sufficiency of the barista could occur depending on the condition of the coffee shop. Based on the sources interviewed, the existing workplace tendency seen from the business cycle is growth in nature, the challenges faced by growth companies are related to how they deal with uncertain market conditions and face competition which is now quite tight. However, this is not appropriate, hiring a large number of baristas for a small fee is not a step to maintain a business in facing the challenges that will occur in the future.

Escalation of the “needs”

Phenomena related to imbalance and inconsistency in the rights given by baristas can also be caused when someone's needs have reached a certain level, but they want to achieve more appropriate needs ([Mooney, 2016](#); [Retkowsky et al., 2023](#)). This is very normal, especially in professions operating in the hospitality sector. A profession that involves a lot of interaction between workers and consumers, giving rise to many references regarding a decent standard of living based on the perceptions of the people they meet. Socialization that creates a threat can increase the potential for a person's personal perception such as "it seems like in another place, my life will be more prosperous". In Maslow's hierarchy book, a person's needs can be divided into 5 hierarchies, namely: physical, safety, social, esteem, and self-actualization. In the case of the barista profession, the perception or perspective regarding a vulnerability can be created based on the increase in the level of needs desired by each person.

Barista's perception of precariousness based on not fulfilling the desire to increase the level of a hierarchy is certainly a quite varied obstacle if it has to be resolved by the owner. The owner has a perception of meeting the needs of each worker based on PP Nomor 36 Tahun 2021 and the financial condition of the coffee shop, but the needs of the barista have a subjective standard of living. Some baristas have bachelor backgrounds so that some baristas who have this background will tend to have the perception that the standards for adequacy of needs are based on the standards for adequacy of needs from jobs with a bachelor's educational background. There is an opinion that "Minimum UMR salary". Based on this statement, the owner is indifferent to this concern because the wages, bonuses and several other rights given to baristas are sufficient to meet applicable regulatory standards.

The thoughts created by the owner regarding fulfilling these needs are based on the business conditions that several sources are involved in, namely that it is a coffee shop with business conditions that have reached maturity ([Agus, 2011](#); [Teles & Behrens, 2020](#)). A well-known obstacle to business conditions in this cycle is that the owner prioritizes operational expenses rather than having to really pay attention to his baristas one by one. This can create vulnerability in some baristas who want to achieve a certain increase in living standards. Researchers assume that aspirations regarding needs will be difficult for the owner to hear and respond to directly, because in principle the owner will look for HR staff who can be paid less than having to meet the needs of the barista. Baristas need to provide selling power to the owner to obtain a certain standard of living standards such as being able to negotiate with the owner regarding additional obligations that help the owner to obtain the desired rights.

Co-worker & Organizational Justice

The phenomenon of rights that are not obtained by baristas and which can give rise to precariousness in other jobs is related to rest periods and appropriate leave periods. Good use of leave time can increase productivity when working. In Atshushi Kawakubo's (2019) research, recovery in the form of vacation can influence several factors, one of

which is improving worker welfare and improving quality of life ([Abbas et al., 2021](#); [Tufano et al., 2023](#)). Based on Undang – Undang Nomor 11 Tahun 2020 Pasal 79 Ayat 3 states that "Contract employees or often referred to as employees with a Specific Time Work Agreement (PKWT) have the right to 12 days of annual leave after working 12 consecutive months." The problem lies in that "the owner will extend a work contract in accordance with the barista's work performance as assessed and decided by the owner and the barista's desire to extend the contract." It can be interpreted that there is a possibility that the owner can at least lay off the barista during the contract and the barista does not get the right to 12 days of leave.

A phenomenon like this will of course be a consideration for the owner on how to improve the welfare of the baristas he has. It is appropriate to give leave rights to baristas. This can affect the performance of the barista when working. Several benefits should be taken into consideration by the owner when the barista takes or decides when to go on vacation. The owner's decision must also go hand in hand with a supportive work environment. The work environment is a form of support for barista performance, one of which is supportive co-workers. The influence of co-workers on the findings in this research greatly influences the provision of leave time, especially in coffee shops which are in the "growth" business cycle. Unclear reasons for leave from fellow barista workers can affect the welfare of other co-workers and can influence perceptions of the owner, such as: indecisiveness in decisions and injustice towards workers.

A phenomenon like this is certainly a precarious for the baristas. This means that precariousness can occur not from the owner or employer, but from the work environment such as co-workers who can influence this precariousness. Leave without clear evidence and reasons should not be granted by the owner because it impacts the perception of the barista towards the owner. Indecisiveness in decisions can be perceived as meaning that the owner is considered to have no power over his baristas. Referring to John French and Bertram Raven (1959), researchers have the perception that the owner does not yet have legitimate power. This can create several risks, such as: losing respect from workers when the owner makes decisions and creating injustice. Baristas will feel a lack of distributive justice from the owner in the form of unequal leave income between one barista and another.

Hospitality and Rest Time

The regulation regarding rest time that has been determined in a job that has 8 working hours is 1 hour. This is an adjustment made based on Undang – Undang Nomor 13 Tahun 2003 Pasal 79 Ayat (2) with the provision "Companies must provide rest periods between working hours, at least half an hour after workers have carried out continuous work for 4 hours and the rest period is not including working hours". Some owners apply high hospitality standards to their coffee shop business. One of them is keeping tables and chairs clean before consumers arrive and after consumers leave the place. Some workers do not get less than enough rest time due to the hospitality standards implemented by the owner. It is said that this hospitality value can disrupt the rest hours of baristas which are very necessary, especially for day shift baristas. Day shift baristas think that the owner does not provide workers' rights.

Owners who make mistakes in trusting the baristas will cause anger towards the baristas. The owner's decision to order the barista to take a break is considered capable of creating injustice towards the barista. Inequity in getting time off creates poor performance. Referring to Robbins and Judge (2008), giving assignments during break time can be assessed as indirectly being able to create procedural justice because the

provision of rest time is unequal between the morning shift and the afternoon shift. Day shift workers serve consumers more often than morning shifts. Morning baristas are able to get ideal rest time because they can use their rest time during free time. Conditions like this often occur in coffee shops that are already in the maturity phase. Policies that are considered unilateral should be able to be communicated by the owner so that baristas can understand the importance of the policies provided.

If the owner does not pay attention to the injustice conditions received by the baristas who work in the morning shift and the baristas who work in the day shift, this can lead to work conflict with fellow co-workers. Policies regarding hospitality standards and their obligations towards baristas should be communicated well. Leadership roles such as "Inclusive Leadership" can be adopted considering that the conditions occurring in the field are dynamic, which means that coffee shop busy hours cannot be completely controlled internally. Inclusive leadership is described as a leader who shows openness, accessibility, and availability in interactions with members ([Teles & Behrens, 2020](#)). Openness such as peak hours, consumer satisfaction, and several other things are able to create a form of solution to procedural injustice felt by workers.

Career Path and Development Potential

Anxiety about career paths has become a concern for some of the interviewees who have worked as baristas for more than 1 year. Barista work is a profession that has a fairly narrow career path. The career paths offered by several coffee shops in Indonesia on average are: junior barista, senior barista, and head bar. Conditions like this create a concern felt by some baristas. Baristas with the best performance will experience a decline in performance if they are in an uncertain condition such as "I maintain my performance for a year with good indicators, but what am I doing to achieve what". If this statement cannot be handled, it will have an impact on decreasing productivity and decreasing the value of commitment in a job, especially as it can cause voluntary turnover. Referring to Abraham Maslow's theoretical basis, a career path will be able to fulfill one of the barista's needs, namely safety needs. Baristas who do not have a clear career path will automatically move to coffee shops that have a clear career path.

Conditions like this should have been considered by the owner because there are several risks that will occur to his business performance, especially for coffee shops that have "growth" business cycle conditions. Some owners may lose assets needed by their coffee shop, one of which is productive employees and employees who have good development potential. The owner has another point of view, how the anxiety that occurs among baristas regarding career paths is a form of perception that they should have considered when pursuing a profession. Baristas are considered not to have clear goals when deciding to apply for this profession. Barista motivation is relatively low when pursuing a profession. Referring to the findings of Virginia Cuellar Tufano (2023), baristas only have extrinsic motivation factors when working in a coffee shop and ignore intrinsic motivation factors ([Tufano et al., 2023](#)).

Conditions like this prove for researchers to assess that the condition of anxiety which results in vulnerability is related to low intrinsic motivation. The low level of intrinsic motivation in pursuing a profession has resulted in some baristas putting too much emphasis on their rights, but forgetting their obligations as workers in the coffee shop. Training in the profession has several benefits for baristas and owners. The benefits for baristas are: gaining experience, gaining skills, forming perceptions, increasing motivation in pursuing a profession, and providing views regarding the condition of the coffee shop business so as to reduce the perception that arises for the owner. Seeing

conditions and realities like this, researchers have concluded that there are several trainings that are considered not to have sufficient training standards.

Additional Workload decreases Loyalty

Another phenomenon that can increase precarious in a profession is how the workload given is felt to be burdensome and affects the value of commitment maintained by the barista in a coffee shop. The facts on the ground regarding several baristas who work in coffee shops in the "maturity" business cycle are that there are additional responsibilities which are felt to be an additional workload. The added responsibility is the connection of these responsibilities to a profession which makes the commitment value of some baristas quite low. Responsibilities outside the job description can affect the safety needs in a job. As was the experience described by one of the speakers who explained that the assignment given was considered capable of eliminating his personal data as a person. This has a long-term impact and is one of the factors causing the lack of work-life balance. Referring to Schabracq (2003), giving inappropriate tasks can be a factor in not fulfilling work-life balance in terms of personal characteristics.

Several complaints regarding unmet needs, such as the safety needs of baristas when pursuing this profession, should have been communicated to the owner. However, actions to overcome the risks of the responsibilities that have been given to the barista are in reality handled by the barista himself. This condition was created by several factors such as: Owners who failed to implement inclusive leadership and failed communication or information reaching superiors. An owner who fails to implement inclusive leadership means that the owner is seen as not caring about the welfare of his baristas. The owner is seen as a leader who has the role of "director" where it is likely that inclusive leadership will not occur in the coffee shop business. Failure to communicate or receive information to the owner. The attitude of the owner who has implemented inclusive leadership does not have any further impact when the needs and information do not reach him or you could say that the information is withheld by management from reaching superiors.

This conditions is proven that businesses operating in the hospitality or service sector are not very suitable for implementing a transactional leadership style. The transformational style is considered to be a suitable style for the coffee shop business. Based on the findings, the transformational style has several advantages, such as: being fast and responsive in dealing with business obstacles, eliminating the gap between the owner and the barista created by the organizational structure, and establishing good management. The transformational style produces quick handling in dealing with business conditions, creates family values obtained from the owner towards the barista, and proves that some roles in the organizational structure do not have good enough performance so as to avoid several workers with poor performance.

Precariousness of the Introduction Cycle

Another phenomenon that is of concern regarding the vulnerability factor in the barista profession arises from owners who also operate as baristas. Some of the owner's decisions to run his own business depend on the conditions of the business which are "introduction" business cycle. Researchers assess that the current number of coffee shops is considered perfect competition. This assumption is created from several characteristics of perfect competition that this business fulfills, such as; all companies maximize profits, all companies freely enter and exit the market, all companies sell homogeneous products, and there is no consumer preference.

The first drawback is that the perfect competition that occurs causes many owners

to implement businesses with a red ocean strategy. The second drawback is that the owner does not have innovation or ideas to develop a business and only considers the coffee shop business to fulfill primary needs. The owner's tendency not to innovate will give rise to a third drawback, namely that many competitors play with the same pattern, which can disrupt the owner's profits. If the owner decides to run his own business in the long term and with quite a lot of players, it will create an imbalance between the number of jobs and the number of workers available.

Several steps can be taken when facing competition in the coffee shop business which is considered unstable and has many players. The first possible step is through regulatory policy. Regulatory policies are considered capable of reducing unstable competition. The second possible step is to provide education regarding the importance of choosing quality coffee products that pass certification and education regarding the barista profession among the public so as to provide a broad understanding and understanding of the conditions of vulnerability that occur both in this business and in the profession as a barista.

Conclusion

The findings reveal the precariousness that occurs in the barista profession by examining the perceptions of baristas while pursuing the profession or working. Additionally, these findings shed light on the precariousness that occurs in the barista profession by examining owners' perceptions while managing the business and the workforce they employ (baristas). Precariousness can arise when wages and bonuses are not met due to several reasons, such as wages deemed sufficient only for certain needs, low wages not in line with the Minimum Wage (UMP) reducing baristas' motivation, and inadequate bonuses and allowances received by baristas. Precariousness can also manifest in terms of rest and leave provisions that do not align with work agreements and established regulations, influenced by high hospitality standards set by owners, leading to inadequate rest time and perceived unfairness in leave allocation for some baristas. A third aspect of precariousness can occur due to workload and career path uncertainty, influenced by responsibilities outside the profession increasing workload and job risks, and reluctance to pursue a career path for job security.

This precariousness is often rooted in the business conditions of the hospitality sector, considered highly unstable and susceptible to variations throughout different business cycles. For owners who are also baristas in the "introduction" business cycle, precariousness can result from their inability to employ baristas. Owners in the "growth" business cycle may experience precariousness due to a lack of potential or development in the barista workforce, hindering business growth. Owners in the "maturity" stage may face precariousness arising from the perceived lack of loyalty among baristas. Based on these findings, the researcher suggests that addressing precariousness involves enhancing the owner's character as an inclusive leader, adopting a transformational leadership style, improving barista training standards, and tightening regulations for coffee businesses to prevent the potential dangers of becoming overly competitive.

Suggestion

Based on these findings, the researcher suggests several measures to address the identified precariousness in the hospitality industry, particularly among baristas. Firstly, improving the owner's character as an inclusive leader is recommended. Owners should foster an inclusive and supportive work environment, ensuring fair wages, bonuses, and

adequate rest and leave provisions. Adopting a transformational leadership style is also proposed to bridge the gap between owners and baristas, fostering open communication about workload and career development.

Furthermore, there is a need to enhance barista training standards to better equip them with the necessary skills and knowledge. This includes addressing responsibilities outside the profession that may increase workload and job risks. Additionally, tightening regulations for coffee businesses is advised to create a more stable and equitable working environment. These regulations should focus on fair employment practices, ensuring that baristas are treated justly and that businesses operate within ethical boundaries. Overall, these suggestions aim to mitigate the identified sources of precariousness, promoting a more secure and positive working experience for baristas in the hospitality industry.

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