

## The female baristas' motivation in Watampone

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### Abstract

*The number of coffee roasters in the form of cafes in South Sulawesi continues to increase. Similarly, the number of baristas, who are at the forefront of these activities, has also increased, although the number of female baristas is still lower than that of male baristas. With that background, this research aims to understand the work motivation of female baristas from the perspective of the Need Hierarchical Theory and the Two Factor Theory. The method was a qualitative research method through semi-structured interviews with five female baristas. The research was conducted in Watampone, Bone Regency, South Sulawesi. The research results showed that, in general, female baristas felt happy with their jobs because they provided a sufficient income. Therefore, from the perspective of the Need Hierarchical Theory, they had at least reached the third level, which are social needs. Meanwhile, based on the Two Factor Theory, in general, female baristas had been able to accept the conditions provided by their workplace, although not all have reached the desired level of satisfaction, so they continue their profession as baristas.*

**Keywords:** *work motivation, female baristas, Need Hierarchical Theory, Two Factor Theory*

### Abstrak

Jumlah penyangrai kopi dalam bentuk kafe di Sulawesi Selatan terus mengalami peningkatan. Demikian pula dengan barista yang menjadi ujung tombak kegiatan tersebut juga mengalami peningkatan meskipun barista perempuan jumlahnya masih di bawah jumlah barista laki-laki. Dengan latar belakang tersebut, penelitian ini hadir dengan tujuan untuk mengetahui motivasi kerja barista perempuan dari tinjauan Need Hierarchical Theory dan Two Factor Theory. Metode yang digunakan adalah metode penelitian kualitatif melalui wawancara semi terstruktur pada lima orang barista perempuan. Penelitian dilakukan di Watampone, Kabupaten Bone, Sulawesi Selatan. Hasil penelitian menunjukkan bahwa secara umum barista perempuan merasa senang dengan pekerjaannya karena sudah bisa memberikan penghasilan yang cukup sehingga dari tinjauan Need Hierarchical Theory setidaknya sudah sampai pada tingkatan ketiga



yaitu social needs sedangkan berdasarkan tinjauan Two Factor Theory, secara umum barista perempuan sudah bisa menerima keadaan yang diberikan dari tempat kerjanya meskipun belum seluruhnya sampai pada tingkat kepuasan yang diinginkan sehingga mereka tetap meneruskan profesinya sebagai barista

**Kata Kunci:** *motivasi kerja, barista perempuan, Need Hierarchical Theory, Two Factor Theory*

## INTRODUCTION

One industry that has been experiencing rapid development lately is the coffee industry. According to a survey conducted by ASKI (Indonesian Coffee Association) South Sulawesi (Zainuddin, 2023), there were only about 15 coffee roasters in 2014, and by 2023, there were already more than 100 coffee roasters in Makassar, whether in the form of home production, cafes, or industry. This does not include those in other regency cities in South Sulawesi.

TOFFIN, a company that provides goods and services in the HOREKA (Hotel, Restaurant, and Café) industry, together with MIX MarComm Magazine, also conducted research (Sugianto, 2019) and the results showed that the number of coffee shops in Indonesia in August 2019 reached more than 2,950 outlets. This number increased nearly threefold or by about 1,950 outlets from 2016, with only around 1,000 outlets. This number does not include independent coffee shops, both traditional and modern, in various regions. Domestic coffee consumption in Indonesia continues to increase. The 2019 Annual Coffee Consumption Data for Indonesia, released by the Global Agricultural Information Network, shows that domestic consumption (Coffee Domestic Consumption) in 2018/2019 reached only 258,000 tons.

In contrast, in 2019/2020, it reached 294,000 tons, an increase of approximately 13.9%. From a business perspective, sales of Ready to Drink (RTD) Coffee products are also rising. According to Euromonitor data, in 2013, the retail sales volume of RTD Coffee in Indonesia was only about 50 million liters, but by 2018, it had nearly doubled to 120 million liters. If we assume that the average sales per outlet are 200 cups per day, with the price of coffee per cup being Rp 22,500, TOFFIN estimates the market value of coffee shops in Indonesia to reach Rp 4.8 trillion yearly.

Types of activities	Male			Female			Total		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
1. Labor Force	2600203	2674773	2766798	1676234	1738009	1792577	4276437	4412782	4559375
1.1 Employed	2426579	2522087	2630899	1580041	1638346	1722751	4006620	4160433	4353650
1.2 Unemployment	173624	152686	135899	96193	99663	69826	269817	252349	205725
2. Not in the Labor Force	663991	626034	570409	1804493	1778784	1759615	2468484	2404818	2330024

2.1 Schooling	224124	202010	230263	275169	262490	269481	499293	464500	499744
2.2 Household	220373	170316	139515	1408793	1367183	1381241	1629166	1537499	1520756
2.3 Others	219494	253708	200631	120531	149111	108893	340025	402819	309524

Table 1. The Number of Residents Aged 15 and Over by Type of Activity and Gender

Source: <https://sulsel.bps.go.id>, 2023

	Gender		
	Male	Female	Total
	(2)	(3)	(4)
Labor Force	208 039	139 889	347 928
Employed	201 009	131 747	332 756
Unemployment	7 030	8 142	15 172
Not in the Labor Force	40 146	147 689	187 835
Schooling	17 395	19 525	36 920
Household	6 043	112 843	118 886
Others	16 708	15 321	32 029
Total	248 185	287 578	535 763
Labor Force Participation Rate	83,82	48,64	64,94
Unemployment Rate	3,38	5,82	4,36

Table 2. The Number of Residents Aged 15 and Above by Type of Activity in

Bone Regency Source: <https://sulsel.bps.go.id>, 2023

One part of a coffee shop is a profession whose task is to brew coffee, known as a barista. Almost like several types of jobs or professions that are usually dominated by men, baristas are the same. As explained in the table above, the workforce until 2022 is indeed still dominated by men. This is also supported by the following info graphic, which states that although the proportion of women in the workforce has improved in terms of leadership due to support from the workplace, further improvements are still needed because, to this day, the proportion of women in the workforce remains below that of men.

Source: [katadata.co.id](https://katadata.co.id), 2023

The same applies in the regions. Based on initial interviews conducted with one of the female baristas, it was stated that the number of female baristas is less than 20. This number is far below the male baristas, whose numbers can reach over 100. This number is estimated to have increased compared to when there were only a few cafes in the Bone area around 2014-2015. Currently, the number of cafes continues to grow. Based on the observations conducted, there are currently 2-3 cafes or coffee/drink shops opening each year in Watampone, ranging from simple ones with millions of rupiah in capital to larger ones with hundreds of millions to billions of rupiah in capital.

The data from the initial interviews and observations also encourage an increase in female baristas, although they still make up only about 10% of the total number of male baristas. This is what drives the researchers to investigate further female baristas' work motivation, who, on the surface, still face risks in this profession, such as working late hours and dealing with predominantly male customers and fellow baristas. Based on this, it is hoped that this research can determine the work motivation of female baristas from the perspective of Need Hierarchical Theory and Two Factor Theory.

This research will explore how female baristas are motivated. There are two motivation theories, Maslow's theory and Herzberg's theory. The author uses these theories because the two have very different concepts. Maslow's theory posits a person's motivation to do something is hierarchical. This means that if one level of motivation is fulfilled, it will progress to the next level of motivation. There will be no fulfillment of motivation at a certain level if the motivation at the lower level has not been fulfilled. Meanwhile, Herzberg's theory states that a person's motivation to do something is not hierarchical but depends on which conditions satisfy them and which do not. If those conditions satisfy them, they will be motivated; if the desired conditions do not satisfy them, they will not be motivated. This means that the source of motivation is not hierarchical like in Maslow's theory.

The researchers examined the motivation of female baristas using these two different theories. The research subjects were female baristas who reside and work in cafes in Watampone, one of the locations in South Sulawesi that has seen the impact of the burgeoning cafe business, similar to several other cities or locations in South Sulawesi and throughout Indonesia.

Many researchers have already conducted studies on baristas or female baristas, such as Zakaria Nurul Islam and Diyah Utami (Islam & Utami, 2022), Hanifah Nurdin and Azman (Nurdin & Azman, 2022), Iskandar Zulkarnain and Riska Ananda Aulia (Zulkarnain & Aulia, 2020), and Raika Anisailah (Anisailah, 2017). Generally researching the self-concept and communication of

baristas. Many researchers have also conducted studies on work motivation, such as the research conducted by Joshua Gilbert, Adriel Eka, Sentosa Limanto (Gilbert et al., 2022), Sulaimah and Sitti Nurmayanti (Sulaimiah & Nurmayanti, 2022), Yanne Aldi and Febsri Susanti (Aldi & Susanti, 2019), Ammar Balbed, Desak Ketut Sintaasih (Balbed & Sintaasih, 2019), Yusuf Rahman Al Hakim, Mochamad Irfan Rahayu, Mardikaningsih, and Ella Anastasya Sinambela (Hakim et al., 2018), Adzansyah, Achmad Fauzi, Ivanida Putri, Nurul Afni Fauziah, Salma Klarissa, and Vivi Bunga Damayanti (Adzansyah et al., 2023), Nora Yolinza dan Doni Marlius (Yolinza & Marlius, 2023), as well as the research conducted by Try Indah Permata Sari, Ni Putu Nursiani, Debryana Y Salean, dan Rolland E. Fanggidae (Try Indah Permata Sari et al., 2023). Generally, the research was conducted quantitatively by linking the work motivation variable with two to three other variables such as performance, work stress, job training, or emotional intelligence.

Research by Raika Anisailah entitled "Analysis of Product Quality and Barista Service Quality at Crema Koffie Pekanbaru" (Anisailah, 2017), it was conducted at Crema Koffie Pekanbaru using qualitative research methods. The data was obtained from 10 informants: two owners of Crema Koffie, two Crema baristas, three regular customers, and three occasional customers. The interview results indicate that the quality of the product and the quality of service still need to be improved. Although using the same research method, namely the qualitative method, the upcoming research did not focus on barista service but on barista work motivation.

Another research by Edgardus M. Mbeu Djawa titled "The Influence of Work Motivation and Employee Commitment on Job Satisfaction of Employees at the Regional Development Planning and Statistics Agency (Bappedas) in Nagekeo Regency." (Djawa, 2019). The research method used is a survey-based research design to test and analyze the influence between variables. Data collection was carried out by distributing questionnaires to 75 employees or respondents, who comprise a sample of the entire population. The data collection technique was conducted using the purposive sampling method, which is based on the criteria of a minimum education level of Senior High School and a minimum of two years of work experience. Data analysis was conducted using multiple linear regression analysis. The research results show that work motivation has a relationship or correlation with job satisfaction, but work motivation is not very significant with the job satisfaction of BAPPEDA and Statistics employees in Nagekeo Regency. Additionally, the research results also indicate that employee commitment positively and significantly affects job satisfaction for BAPPEDA and Statistics employees in Nagekeo Regency. This

research shows the influence of work motivation and other variables on job satisfaction using a quantitative research method, whereas the upcoming research used a qualitative research method focusing on the work motivation of female baristas.

There is also research by Joshua Gilbert, Adriel Eka, and Sentosa Limanto titled *Factors of Worker Motivation in Construction Service Businesses Based on Herzberg's Theory* (Gilbert et al., 2022). Work motivation varies for each individual and is influenced by various factors, ranging from social and cultural environments to individual desires. This research aims to identify the factors that most influence the motivation of construction workers in the cities of Makassar and Surabaya, as well as the differences in factors affecting motivation according to working conditions between construction workers in both towns, using Herzberg's two-factor motivation theory. This research was conducted by distributing questionnaires to staff workers in construction projects or companies located in the two cities, which were then analyzed using the mean analysis method and the Independent T-test analysis method. The results of the descriptive mean analysis showed that the most important factor for staff workers in Makassar city was the factor of good relationships with fellow coworkers, while the most important factors for staff workers in Surabaya city were the factors of a good work orientation program and good work schedule management. The results of the Independent T-test analysis showed that there were 8 different factors between the two cities, with the company paying employees' monthly salaries on time being the factor with the most significant difference in value. This research used a quantitative research method, while the upcoming research used a qualitative one, although both employ Herzberg's motivation theory or the two-factor motivation theory.

Another research by Hanifah Nurdin and Azman titled *"Interpersonal Communication of Female Baristas in Countering Negative Framing by the Public"* (Nurdin & Azman, 2022). This research emerged due to the proliferation of cafes in Banda Aceh. This phenomenon has resulted in an increasing number of female baristas. However, the service, knowledge, and responses from customers consider that female baristas could be more agile, more skilled, more meticulous in serving coffee, and often receive negative framing from the public. That negative framing serves as the background for this research.

Therefore, this research hopes to answer the question of how female baristas build interpersonal communication in facing negative framing from the public. The research method uses qualitative research with descriptive writing. From the research, it was found that negative framing can be countered by emphasizing five attitudes that are important values in interpersonal



communication. These five attitudes are openness, empathy, support, a positive attitude, and equality. In addition, baristas never stop learning to develop themselves, upholding values and rules, and shaping behaviors that can make customers feel comfortable and return to the café. Thus, female baristas can be accepted in their roles by prioritizing an opening attitude, speaking politely, providing good service, and maintaining an attractive appearance. Similarly, this research began by observing the phenomenon of the proliferation of cafes, noting the presence of several female baristas, and the potential for negative responses from cafe customers. Therefore, the qualitative research that was conducted used qualitative research methods to understand the work motivations of female baristas in facing their lesser numbers compared to male baristas and the work risks they might encounter.

There is also research by Zakaria Nurul Islam and Diyah Utami titled "The Self-Concept of Female Baristas in the Division of Labor at Jombang Coffee Shops." (Islam & Utami, 2022). There is also research by Zakaria Nurul Islam and Diyah Utami titled "The Self-Concept of Female Baristas in the Division of Labor at Jombang Coffee Shops." (Islam & Utami, 2022). This research is based on the same premise as the previous research (the fourth research) but in a different location, namely Jombang. The number of female baristas who can perform jobs traditionally dominated by men certainly face obstacles in carrying out their profession. Society is one of the factors that influence the formation of the self-concept of female baristas. The conditions experienced by female baristas can certainly be a factor in shaping their self-concept. The formulation of this research is how the self-concept of female baristas in the division of labor at Kedai Kopi Jombang. The objectives of this research are: To identify the objective conditions of female baristas, To identify the "I" concept among female baristas, and to identify the idea of "me" among female baristas at Jombang Coffee Shop. This research uses a descriptive qualitative research method with the perspective of symbolic interactionism from George Herbert Mead. The results of this research indicate that the objective condition of the research subjects is shown by the limited space in actualizing themselves as baristas. The self-concept of female baristas as "I" considers that their profession is challenging and enjoyable. They share the same sentiment that everyone has equal professional rights and opportunities. Female baristas as "me" or objects can be shown by adjusting their behavior or self towards the division of labor in the coffee shop, by also taking on the role of cashier, appearing attractive, and serving customers with friendliness. The research was conducted to look from a different perspective. Not from self-concept but rather from work motivation.

Iskandar Zulkarnain and Rizka Ananda Aulia also researched *The Self-Concept of Female Baristas in Medan City* (Zulkarnain & Aulia, 2020). The purpose of this research is to understand: 1) the self-concept of female baristas, 2) the reasons for choosing to work as female baristas, 3) the obstacles faced by women working as baristas. The theories used in this research are communication, interpersonal communication, communication psychology, self-concept, and self-disclosure, which Joseph Luft and Harrington Ingham proposed. This research uses a descriptive method with a qualitative approach. The informants in this research are female baristas in Medan, with four informants obtained using the snowball sampling technique.

The data collected in this research used in-depth interviews and observations. Based on the interviews conducted, it was found that the self-concept of female baristas in Medan City shows a positive self-concept. The reasons for the four informants becoming baristas began with an increasing interest influenced by their environment, the impact of friends involved in the coffee field, interactions with others, and the need to earn a living to meet their needs. Although the risks involved are quite significant, the informants still wish to continue pursuing the barista profession. The research was conducted has similarities with this research, particularly in the second objectives, which are the reasons for choosing to become a barista. But the research was conducted to look at the aspect of work motivation based on two motivation theories, namely Herzberg's motivation theory and Maslow's motivation theory.

There is also research by Hartoyo Soehari titled *Motivation and Its Measurement* (Soehari, 2021). The motivation and morale of individual employees greatly influence the quality of their behavior. In organizational life, individual behavior plays a role in shaping group behavior and organizational behavior in the effort to achieve goals. To take steps for organizational improvement, leaders need to know the level of moral quality and work motivation of their employees. For this purpose, Herzberg has created a measurement tool consisting of 76 simple statements that are easy for employees to respond to, namely agreeing or disagreeing with all the statements. The 76 statements are divided into 2 groups, 27 statements related to morality, and the remaining 49 for motivation. The answers are processed into percentage values, which are then converted into a quality motivation scale, namely very good, good, fair, poor, and bad. This qualification serves as a basis for the leadership to take organizational improvement steps in achieving success for employee welfare. The research presents Herzberg's motivation



theory quantitatively, whereas the upcoming research used qualitative research methods.

Another research by Adzansyah, Achmad Fauzi, Ivanida Putri, Nurul Afni Fauziah, Salma Klarissa, and Vivi Bunga Damayanti titled "The Influence of Training, Work Motivation, and Emotional Intelligence on Employee Performance (Literature Review on Performance Management)." (Adzansyah et al., 2023). The type of research is a literature review, which is a research that examines the results of previous research to subsequently analyze and draw research conclusions. The analyzed journal articles refer to national and international journal articles published between 2018-2022 through the Google Scholar website. The literature review results indicate an influence of training, work motivation, and emotional intelligence on employee performance. In the training variable, five journal articles state a significant impact of training on employee performance.

Meanwhile, in the work motivation variable, one journal article states that work motivation has no influence on employee performance, while four other articles show the opposite. In the emotional intelligence variable, all five journal articles have the same conclusion: that emotional intelligence affects employee performance. This research shows several variables that influence employee performance, one of which is work motivation, as indicated in the literature review. Meanwhile, the study to be conducted focused on work motivation and was carried out through qualitative research.

The studies described above are presented using female baristas as subjects in different contexts. This research presents the same subjects but with a novelty: it examines the qualitative analysis of work motivation of female baristas using two motivation theories, the Need Hierarchical Theory and the Two Factor Theory.

## **METHOD**

This research is a field study in which the author uses qualitative research methods through semi-structured interviews with five female baristas. These five individuals are considered representative of the female barista population, given that the number of professional female baristas is below 20. The female baristas who were made informants are professional baristas, meaning they have undergone barista training at least once outside their current workplace. Here is the interview guideline framework used.

Variable	Aspect	Indicator
<i>Need Hierarchical Theory</i> ( <i>Teori Maslow</i> )	1. Physical Needs	1. food 2. clothing 3. shelter
	2. Safety Needs	1. need for personal security 2. need for financial security
	3. Social Needs	1. making friends 2. forming groups
	4. Esteem Needs	1. Internal 2. Eksternal
	5. Self-Actualization Needs	1. Talent development 2. Creativity development
<i>Two Factor Theory</i> ( <i>Teori Herzberg</i> )	1. Satisfier	1. work atmosphere 2. achievement of results 3. responsibility 4. recognition 5. opportunity for advancement
	2. Dissatisfier	1. salary 2. status 3. organizational policy 4. supervision 5. work environment 6. relationships among employees.

Table 3. Interview Guideline Framework

## DISCUSSION

At the first level, there are physical needs. Maslow stated that a person's basic needs are physical needs such as food and drink, clothing, and shelter. Basic needs should be met as a foundation for human resources in an organization to remain motivated. This is especially true considering the barista's position as the front line in producing coffee as the main beverage and attracting consumers in a culinary business or coffee shop.

Coffee shop visitors enjoy coffee and work on tasks, hold meetings, have family gatherings, read, and attend online classes. The coffee shop will increase its value with the presence of a barista as the coffee maker. Baristas are considered to be the most knowledgeable about coffee and the spearhead in shaping the image of a coffee shop (Ranti, 2020). Also supported by the Barista Guild of Indonesia, which explains that a barista is a professional who works in the coffee field with specific qualifications and experience to serve coffee and espresso-based drinks with attention to quality, which can then be enjoyed and appreciated by At this level, all baristas feel that their work can already meet their needs, namely food, clothing, and shelter. The interview results found that

by working as a barista, they could already meet their needs for food and clothing. As for the need for shelter or housing, some said it could only be used for renting a house, while others said it could already be used to buy a house through installments.

At this level, all baristas feel that their work can already meet their needs, namely food, clothing, and shelter. The interview results found that working as a barista can already meet the needs for food and clothing. As for the need for shelter or housing, some said it could only be used for renting a house, while others said it could already be used to buy a house through installments.

At the second level, namely safety needs, from the financial security aspect, all baristas have been able to save little by little from their earnings. On the other hand, from the perspective of personal security in the form of insurance, both life insurance and health insurance are not fully met. Life insurance has not been fulfilled either by their workplace or personally. As for health insurance, it can only be fulfilled through The Social Health Insurance Administration Body, both from their workplace and personally.

Maslow said that a person's needs will not increase to the next level if the previous level has not been met. The same goes for the female baristas. Because their basic needs have been met, their second-level needs can be fulfilled, and because their second-level needs have also been met, their third-level needs can now be considered.

At the third level, there are social needs. At this level, all baristas feel fulfilled. By working as baristas, they can have many good friends at work and fellow baristas from different workplaces. The results show that the third level of needs for baristas can already be met.

At the next level, esteem needs, female baristas do not feel respected or treated especially for their profession. They are just ordinary, that's their response. Especially since they are in a small town, the barista profession is not considered unique like some other prestigious professions, such as being a Civil Servant. This result shows that working as a female barista still needs to meet the fourth need.

The final level is self-actualization needs. Female baristas have yet to achieve this level. As Maslow stated, human needs are hierarchical, so this research shows that if the fourth level of needs cannot be met, the subsequent levels of needs also cannot be fulfilled. The interview results in this research also prove this. They only work as baristas to meet their living needs, so there is no initiative to show greater achievements. This is supported by research (Artaya Putu, 2021) and (Ştefan et al., 2020) which shows that employees will perform at their best when their work motivation reaches the highest level in

Maslow's theory, which is the need for self-actualization. On the other hand, when linked to the two-factor theory (job satisfaction), this research shows that female baristas tend to be satisfied with their work or the supportive work environment even though all levels of needs in Maslow's theory have not been met, leading baristas to change workplaces in search of greater satisfaction frequently and to fulfil higher levels of needs. This finding is supported by (Mira et al., 2020) that the level of needs is related to the level of satisfaction. This is also in line with the research by Najjar (Najjar, 2017) which states that work motivation cannot be viewed from just one form of motivation but needs to be considered with other forms of motivation. This research compares the level of needs (need hierarchical theory) with the level of satisfaction (two-factor theory).

### **Two-Factor Theory**

This theory was introduced by Herzberg (1959). According to Herzberg, the fulfillment of basic-level needs has no relation to the growth of motivation and job satisfaction or the strong motivation to meet higher-level needs (esteem dan self-actualization). Herzberg also believed that the factors causing job dissatisfaction are separate from the factors that motivate employees to be satisfied. According to Frederick Herzberg, the motivation theory is directly related to job satisfaction. From this opinion, Herzberg introduced the Two-Factor Theory, often called the Motivator-Hygiene Theory. Employees are expected to be motivated if there are motivators in the work environment (Soehari, 2021).

This theory differs from the theory proposed by Maslow. Maslow's theory states that a person's motivation depends on the hierarchical needs of humans, whereas this theory states that a person's motivation depends on things that can make a person feel satisfied or not. A person will be motivated if the things that make them feel satisfied are more numerous than the things that make them feel dissatisfied, or even if there are no things that make them feel dissatisfied, thus motivating them to do something.

From the perspective of satisfiers, the female baristas feel that everything is at a satisfactory level, meaning there is nothing that makes them dissatisfied, which keeps them motivated to work as baristas. The interview results show that all the female baristas interviewed feel that their work environment is very conducive. Fellow baristas work together well. The same goes for other professions in the same workplace. In fact, there is no mistreatment from the customers. This is supported by research (Nurdin & Azman, 2022), (Surahman & Yuningsih, 2022), and (Muhammad Adham Rashif, 2023) which states that by

prioritizing an open attitude, polite speech, good service, and an attractive appearance, female baristas can be accepted in their roles. This is what female baristas do with café customers, so they receive good treatment from customers without being treated differently from male baristas. This research is further supported by research (Rizky Oktafiani et al., 2023) that examines the barista variable about customer loyalty. This research states that the dominant factor in the barista variable is the friendly and polite attitude in behaviour and speech. This variable is what makes customers loyal. Loyal customers will always visit the café regardless of whether the barista is male or female.

Another factor that makes female baristas feel satisfied and motivated to work is the treatment they receive from their workplace. They are allowed to work well, full responsibility for their profession as baristas, as well as recognition, opportunities for advancement, and achievements in their profession without being differentiated or compared to male baristas. The results of this research are in line with the study (Febriyan Dwi Rachman et al., 2023), which states that a leader understands each barista's personality so that they can unite to build the workplace and provide direction to the baristas to be motivated in their work. This is also supported by research on gender equality (Maulana, 2022). In this research, it is mentioned that gender equality will be realized if there is support from men. This is what happens to female baristas who feel satisfied at their workplace because they receive the same treatment as male baristas and support from other male employees. They are not considered competitors in their work but are regarded as professional colleagues by the male baristas. So, their presence as baristas is valued professionally as people who understand coffee, leading to good communication with customers and positively impacting the café where they work. This is supported by research (Adhi & Yunus, 2022) that conducted interviews with professional baristas, both male and female, concluding that customers will be loyal to them not because of gender but because of their profession as baristas.

Other studies (Herda Tri Arnawa et al., 2022), (Alfiansyah et al., 2024), (Wachdijono & Yahya, 2021), (Alvarizy & Deliana, 2021), and (Gulo, 2021) reinforce that fundamentally, café customers come to the café to enjoy coffee, meaning they become loyal because they are satisfied with the coffee made by the barista and the good service from the barista, not because the barista is male or female. This means they value baristas as a profession without considering gender.

As for matters that could make female baristas dissatisfied, such as status, organizational policies, supervision, work environment, and employee relationships, female baristas do not encounter any issues. They have the same

status as male baristas or other professions. They also have a comfortable work environment and good relationships with other workers. The same goes for the policies of their workplace. There are no policies that make them feel different from male baristas or other professions at their workplace. Specifically regarding the salary issue, although it has yet to reach the certain amount expected by female baristas, they consider that the salary they have been receiving is sufficient to meet their needs. Even if not, they will look for another workplace and work as baristas.

## CONCLUSION

This research demonstrates novelty by using two motivation theories qualitatively. Instead of merely showing what motivates female baristas to perform their profession, this research actually reflects the level of motivation of a female barista in a profession that is uncommon in Watampone. Generally, female baristas felt happy with their jobs because they provided sufficient income, so from the perspective of the Need Hierarchical Theory, they had at least reached the third level, which was social needs. Furthermore, based on the two-factor theory, female baristas generally accepted the conditions provided by their workplace, although not all reached the desired satisfaction level.

This research had implications not only for the field of management education, particularly human resource management, but also for entrepreneurs in the culinary sector, especially in coffee beverages, and for local governments. Two different motivation theories have shown how these theories work on female baristas as important human resources in the coffee business.

Female baristas needed to be recognized for their presence as a unique attraction in the culinary industry. Their numbers were less than men, but they were dedicated to their profession despite unmet needs. This also impacted coffee business owners as users of these resources. Understanding the needs of female baristas encouraged a lower turnover rate in their businesses, thereby demonstrating positive value for their business. Meanwhile, for the local government, it will result in minimal unemployment by understanding the needs of workers in the private sector. It can also be used to encourage an increase in coffee production, ultimately impacting regional income growth.

This research was limited to female baristas' responses, views, and experiences as subjects. To delve deeper into the work motivation of female baristas, it was also necessary to explore the responses, views, and experiences of male baristas as colleagues, business owners as resource users, and consumers as service users. The next researcher also needed to review human



resource motivation in the workplace using two theories (Maslow and Herzberg) but from a quantitative perspective.

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