# The Role of Work Environment, Workplace Ownership, and Job Insecurity on Barista Work Engagement in Ciamis Regency

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| Article Info | ABSTRACT |
|---|---|
| | Along with the proliferation of coffee shops and coffee businesses, the barista profession is increasingly necessary and trending. Job opportunities to become a barista in coffee shops are currently very promising. The need for baristas in the country is very large, especially for baristas who have qualified skills. Therefore, barista work engagement is very important to be considered by coffee shop owners to maintain business survival and so that the coffee shop trend, especially in Ciamis Regency, does not become a short trend and can have an impact on economic growth in Ciamis Regency. The purpose of this study was to determine and analyze the factors that influence barista work engagement in Ciamis Regency. The research method used is a survey method, with data collection techniques using a questionnaire that will be given to local coffee shop baristas in Ciamis Regency as respondents totaling 63. Data analysis in this study used Path Analysis. The results of this study found that the work environment, workplace belonging, and job insecurity affect the work engagement of baristas in Ciamis Regency. |
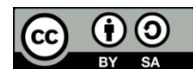
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## 1. INTRODUCTION

During the COVID-19 pandemic, local coffee shops were quicker to adapt to lockdown measures by creating shelters in place or being on the side of the road and having their own take away areas. Local coffee shops have proven themselves to be strong competitors for Starbucks in Indonesia (Statista, 2022). Along with the proliferation of coffee shops and coffee businesses, the barista profession is increasingly needed and becoming a trend. Job opportunities as a barista in a coffee shop are currently very promising. The need for baristas in the country is very large, especially for baristas who have qualified skills. Not infrequently, many coffee shops poach each other's baristasn [1]. Based on observations at the beginning of the study with several baristas, it was found that several factors caused barista work engagement to be lacking, including underpayment, frequent overtime, and unclear career paths in local coffee shops. Therefore, barista work engagement is very important for coffee shop owners to pay attention to in order to maintain the sustainability of the business and so that the coffee shop trend, especially in Ciamis Regency, does not become a short-lived trend

and can have an impact on economic growth in Ciamis Regency.

According to [2], work engagement is something positive related to behavior at work that includes thoughts about the relationship between workers or employees and their work, which is characterized by enthusiasm (vigor) and dedication (dedication) and absorption in work. Work engagement is a state where a person is able to commit to an organization both emotionally and intellectually. Work engagement occurs when someone feels valued, enjoys and believes in the work they do. A good barista must always improve their quality, not miss information about coffee, and be willing to learn about the latest developments in coffee. Therefore, a supportive and comfortable work environment is needed so that baristas are more committed to working in a coffee shop. According to Naidoo and Martins in [3] employees who perceive the work environment positively are more motivated to work and show a high level of engagement to work.

In addition to the work environment, barista sense of belonging or workplace belonging is also indicated to influence work engagement. According to [4], if workers feel part of them, the company will reap great benefits. High belonging is associated with a 56% increase in job performance, a 50% decrease in turnover risk, and a 75% reduction in sick days. For a company with 10,000 people, this would result in annual savings of over $52 million. Employees with higher workplace belonging also showed a 167% increase in their employer promoter score (their willingness to recommend their company to others). They also received double the salary increase, and 18 times more promotions. [5] found that sense of belonging had a significant effect on employee engagement. Work engagement is also indicated to be influenced by job insecurity. Job Insecurity is a feeling of insecurity in carrying out work due to the threat of no longer being a permanent employee at the same company. [6] found that there was a negative and significant influence between job insecurity and work engagement in contract employees. The increasing interest in research on work engagement in recent years can be seen from the results of Scopus data processing with Biblioshiny and VOSviewer in the following images:
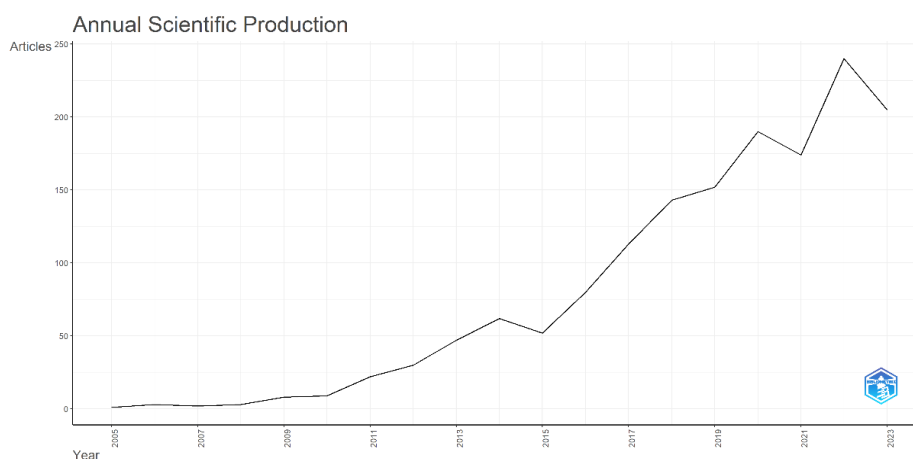


Figure 1. Scopus data processing results with Biblioshiny and VOSviewer

The figure above is a line graph showing the Annual Scientific Production (Annual Scientific Production) based on the number of articles published from 2005 to 2023. The X-axis represents the year (Year), starting from 2005 to 2023. The Y-axis represents the number of articles (Articles), with values ranging up to more than 200 articles per year. The graph shows an increasing trend in scientific production from year to year, with significant growth especially after 2015. Although generally

increasing, there are some years that show a slight decrease or stagnation in the number of publications. The peak of scientific production occurs around 2022, followed by a slight decrease in 2023. There is a logo or icon at the bottom right of the graph, which is likely related to the data source or software used to generate this graph. Overall, this graph shows a positive growth in the number of scientific publications from year to year, with significant work in the last decade.
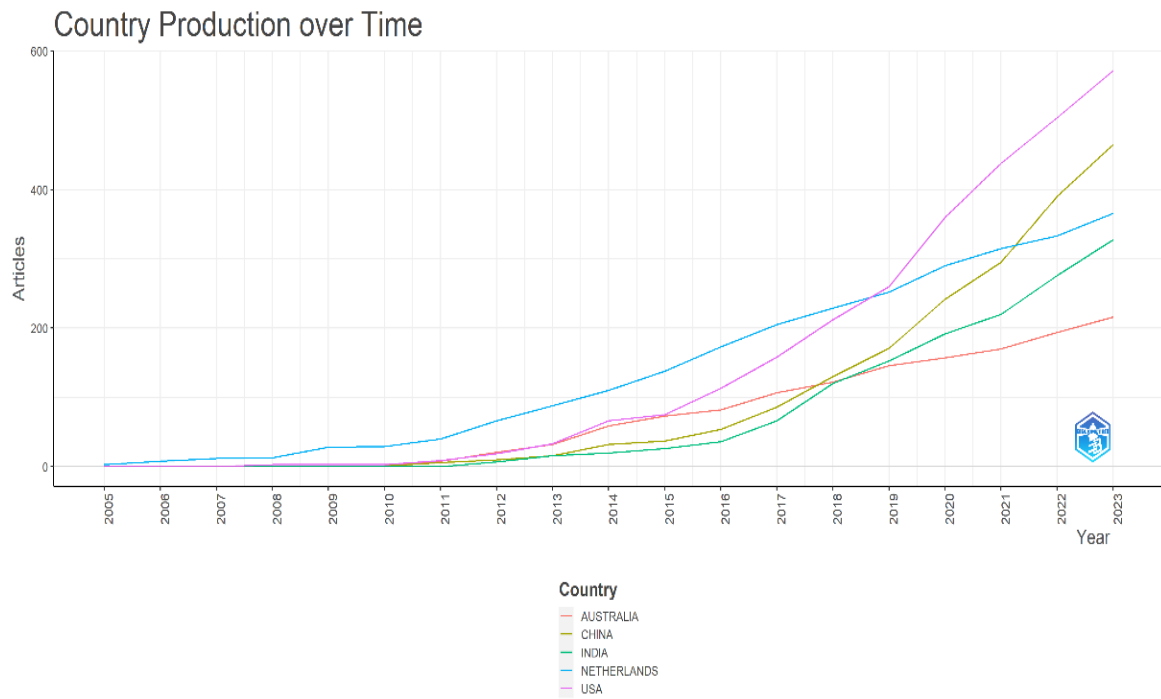


Figure 2. Country Production over Time

The figure above is a line graph showing scientific production by country from 2005 to 2023. The X-axis represents the year (Year), starting from 2005 to 2023. The Y-axis shows the number of articles (Articles), with a value that increases to more than 600 articles per year. The graph shows the growth trend of scientific publications from several countries, namely Australia, China, India, the Netherlands, and the USA. Each country is represented by a line with a different color, such as:

a. The USA (purple/pink) has the highest growth, especially after 2015, and continues to increase until 2023.
b. China (yellow/green) also shows a sharp increase after 2015, competing closely with the USA in scientific publications.
c. India (light green) and the Netherlands (dark blue) have a more stable growth trend but continue to increase over time.
d. Australia (pink) has a lower number of publications than other countries in this graph.

The graph shows significant growth in scientific output year-on-year, with a sharp increase after 2015, especially for the USA and China. There is an icon or logo at the bottom right of the graph, which is likely related to the data source or software used to create the graph.

Overall, the graph shows an upward trend in scientific publications across countries, with the USA and China showing the most significant growth in recent years.

Figure 3. Trending Research

The figure above shows the trend of research topics based on the frequency of research keywords from 2013 to 2023. Some terms started to appear earlier, such as "numerical model" and "behavior" which started to be used around 2013-2015. Some topics have become more popular in recent years, such as "drawing," "employee," "wellbeing," and "work engagement," which saw a significant increase from 2020 to 2023. Management-related topics, such as "leadership," "manager," "total quality management," and "job performance," have also seen an increase in research over the past decade.



Figure 4. VOSviewer

From 1,536 articles on work engagement that I took from Scopus, I then processed them using VOSViewer and Biblioshiny so that the visual results can be seen in the images above. Based on this description, research is still needed on work engagement, especially on the role of the work environment, workplace belonging, and job insecurity on work engagement at the local Barista Coffee Shop in Ciamis Regency.

## 2. LITERATURE REVIEW

Work engagement is a crucial aspect of employee performance and organizational success, particularly in the service industry. Baristas, as frontline employees, play a significant role in customer satisfaction and business sustainability. Various factors influence their level of engagement, including the work environment, workplace ownership, and job insecurity. This literature review explores these variables in the context of barista engagement, with a focus on Ciamis Regency.

### 2.1 Work Environment

The work environment includes physical, social, and psychological conditions that can affect employee well-being and motivation. [7] emphasized that organizational culture and a conducive work climate play an important role in shaping employee behavior and commitment. In the context of the service industry, a positive work environment—for example, adequate facilities, support between coworkers, and open communication between management and staff—can increase feelings of security and work enthusiasm. [2] through the Job Demands–Resources (JD-R) model showed that available work resources will trigger increased work engagement by minimizing stress and work fatigue.

### 2.2 Workplace Ownership

The concept of workplace ownership or psychological ownership refers to the feeling of "ownership" that employees feel towards their organization or work environment. [8]

suggest that when employees feel they belong to an organization, they tend to show higher commitment, take initiative, and be more responsible for work outcomes. In related studies, this level of psychological ownership has been shown to be positively correlated with work engagement because it encourages intrinsic motivation and employee loyalty to the organization.

### 2.3 Job Insecurity

Job insecurity is an employee's perception of the threat or uncertainty of losing a job in the future. [9] stated that the perception of insecurity can cause stress, anxiety, and reduced job satisfaction. [10] added that the negative impact of insecurity not only affects employee mental health, but can also reduce the level of engagement in work. Uncertainty in the work situation can inhibit employee emotional investment and motivation, thereby reducing work engagement.

### 2.4 Work Engagement

Work engagement is a positive and sustained psychological state at work, characterized by feelings of energy, dedication, and involvement in work [2]. Highly engaged employees tend to have better job performance, demonstrate creativity, and are able to cope with work obstacles more effectively. In service industries such as coffee shops, barista work engagement is especially important because it is directly related to the quality of interactions with customers and the image of the coffee shop itself.

## 3. METHODS

This study was designed as a type of survey research. In order for the research objectives to be achieved in accordance with the formulation of the proposed problem, the data and information obtained regarding employees will be taken through the distribution of questionnaires that have been tested for validity and reliability. The population in this study were baristas at local coffee shops in Ciamis Regency totaling 63

people. The method used in this study was nonprobability sampling, while the technique used was saturated sampling. Saturated sampling is a sampling determination technique using all members of the population. So the number of samples in this study was 63 people. The data analysis tool used Path Analysis with the following research model:
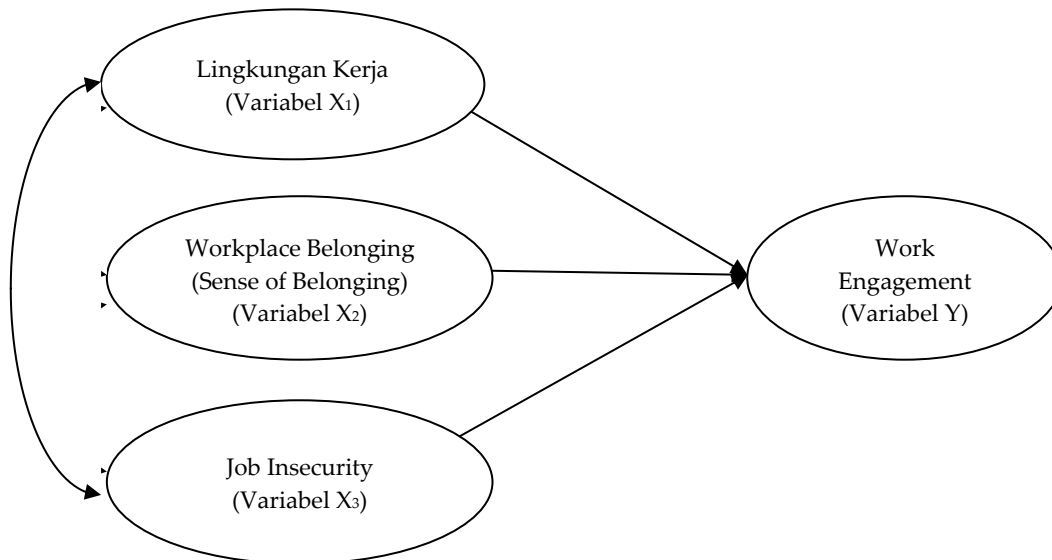


Figure 5. Research Model

## 4. RESULTS AND DISCUSSION

Based on the results of research on 63 baristas in Ciamis Regency, the respondent profile based on gender, age, length of service, and whether or not they have a barista certification is as follows:
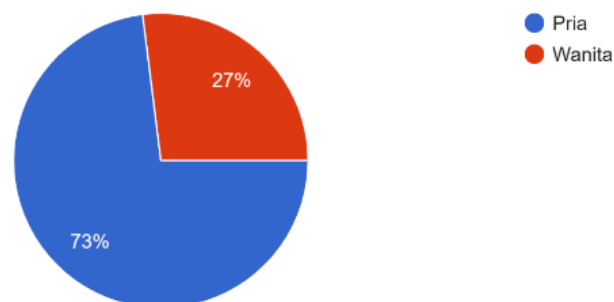


Figure 6. Gender
Source: Processed primary data (2025)

Figure 6 is a pie chart showing the gender distribution of 63 respondents. The chart shows that 73% of the respondents are male, marked in blue, and 27% of the respondents are female, marked in red.
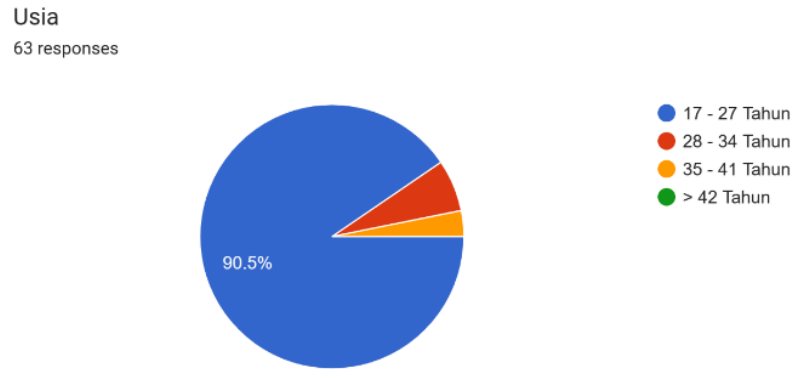
Usia

63 responses



Figure 7. Age
Source: Processed primary data (2025)

The image above is a pie chart showing the age distribution of 63 respondents. The 17-27 age category dominates with 90.5%, marked in blue. The 28-34 age category has a smaller portion, marked in red. The 35-41 age category has an even smaller portion, marked in orange. The age category above 42 years has the smallest portion, marked in green.
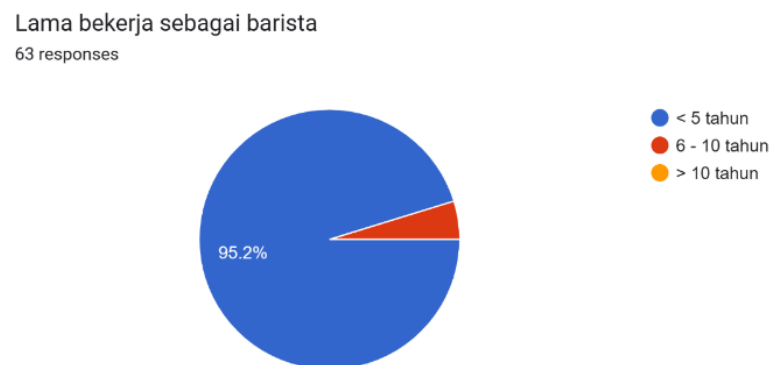
Lama bekerja sebagai barista

63 responses



Figure 8. Long Time Working as a Barista
Source: Processed primary data (2025)

The image above is a pie chart showing the distribution of years of work as a barista from 63 respondents. The category of working less than 5 years dominates with 95.2%, marked in blue. The category of working 6 - 10 years has a small portion, marked in red. The category of working more than 10 years has a very small portion, marked in orange.

The magnitude of the influence of the work environment (X1), workplace belonging (X2), and job insecurity (X3) on work engagement (Y) of Baristas in Ciamis Regency can be seen from the indicators used by each variable, using path analysis. After conducting research and obtaining the necessary data, the proposed hypothesis was tested.

### 4.1 Path Analysis

Path analysis is used to find the path coefficient that describes the value of the influence of independent variables on dependent variables. In the calculation of path analysis, SPSS version 26 is used to calculate the correlation between independent variables, and to find the path coefficient. The results of the path

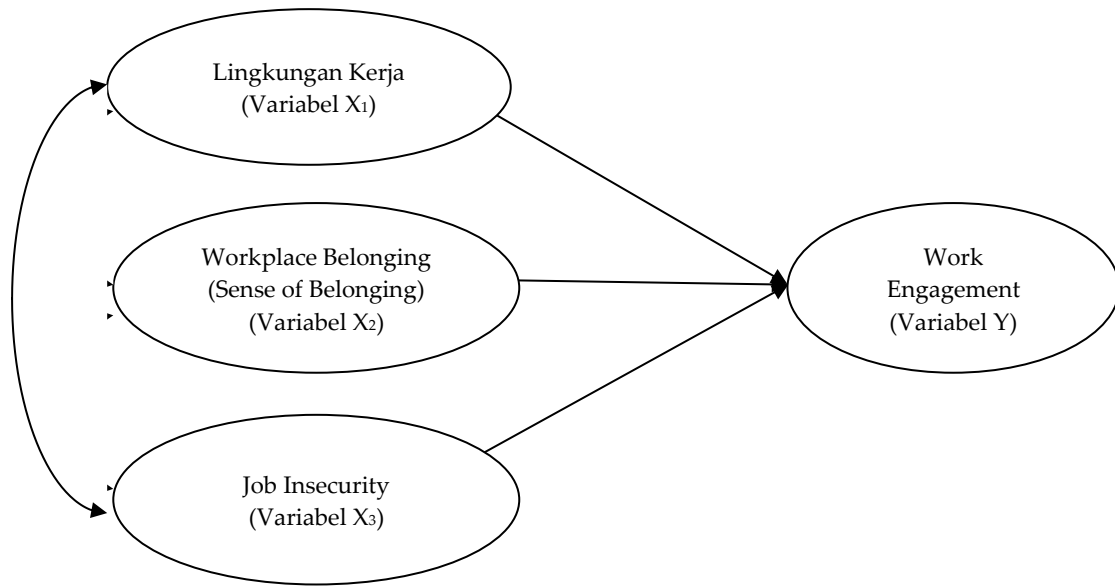analysis calculation can be seen in the path diagram in the image below:



Figure 9. Causal Relationship between variables X1, X2, and X3 against Y
Source: Processed primary data (2025)

From Figure 9, the path coefficient value between the independent variables and the dependent variable can be seen. The path coefficient value of the work environment variable (X1) to work engagement (Y) is 0.061, the path coefficient value of the workplace belonging variable (X2) to work engagement (Y) is 0.400, and the path coefficient value of the job insecurity variable (X3) to work engagement (Y) is -0.246. Meanwhile, the correlation value between the work environment (X1) and workplace belonging (X2) is 0.592, the correlation value between the work environment (X1) and job insecurity (X3) is 0.341, while the correlation value between workplace belonging (X2) and job insecurity (X3) is -0.511. From the path coefficient and correlation values, it is then used to find the proportional effect of each independent variable on the dependent variable, the details are as follows:

Table 1. Calculation of Direct and Indirect Influence of Variables X1, X2, and X3 on Y

| No | Nama Variabel | Formula | |
|----|---------------|---------|---|
| | **Lingkungan Kerja (X₁)** | | |
| 1 | a. Pengaruh Langsung $X_1$ Tehadap Y | $(r_{yx_1})(r_{yx_1})$ | 0,004 |
| | b. Pengaruh Tidak Langsung $X_1$ Melalui $X_2$ | $(r_{yx_1})(r_{x_1x_2})(r_{yx_2})$ | 0,014 |
| | c. Pengaruh Tidak Langsung $X_1$ Melalui $X_3$ | $(r_{yx_1})(r_{x_1x_3})(r_{yx_3})$ | 0,005 |
| | **Pengaruh X1 Total Terhadap Y** | **a+b+c……(1)** | **0,023** |
| | **Workplace Belonging (X₂)** | | |
| 2 | d. Pengaruh Langsung $X_2$ Tehadap Y | $(r_{yx_2})(r_{yx_2})$ | 0,160 |
| | e. Pengaruh Tidak Langsung $X_2$ Melalui $X_1$ | $(r_{yx_2})(r_{x_1x_2})(r_{yx_1})$ | 0,014 |
| | f. Pengaruh Tidak Langsung $X_2$ Melalui $X_3$ | $(r_{yx_2})(r_{x_2x_3})(r_{yx_3})$ | 0,050 |
| | **Pengaruh X2 Total Terhadap Y** | **d+e+f……..(2)** | **0,225** |
| | **Job Insecurity (X₃)** | | |
| 3 | g. Pengaruh Langsung $X_3$ Tehadap Y | $(r_{yx_3})(r_{yx_3})$ | 0,061 |
| | h. Pengaruh Tidak Langsung $X_3$ Melalui $X_1$ | $(r_{yx_3})(r_{x_1x_3})(r_{yx_1})$ | 0,005 |
| | i. Pengaruh Tidak Langsung $X_3$ Melalui $X_2$ | $(r_{yx_3})(r_{x_2x_3})(r_{yx_2})$ | 0,050 |
| | **Pengaruh X3 Total Terhadap Y** | **g+h+i……..(3)** | **0,116** |

| No | Nama Variabel | Formula | |
|---|---|---|---|
| | Total Pengaruh X₁, X₂, X₃ terhadap Y | (1)+(2)+(3)=kd | 0,364 |
| | Pengaruh lain yang tidak diteliti | 1-kd=knd | 0,636 |

The total proportional influence of the work environment, workplace belonging, and job insecurity variables on Barista work engagement is the same as the determination coefficient ($R^2$) value in the SPSS model summary output table (attached). The determination coefficient value is $0.023 + 0.225 + 0.116 = 0.364$. From the determination coefficient value, it is known that the influence of the work environment, workplace belonging, and job insecurity variables on Barista work engagement simultaneously or together is 36.4%, while 63.6% is influenced by other variables that are not studied. Based on the calculation results, it is known that for baristas in Ciamis Regency, workplace belonging has the greatest influence on barista work engagement. This shows that workplace belonging can affect barista work engagement. Baristas who have a sense of attachment or connection to their organization or work team can affect work engagement, namely the level of employee involvement and enthusiasm in their work and workplace. The higher the barista's sense of belonging to their workplace, the more attached and enthusiastic the barista is in working there. Baristas who have a high sense of workplace belonging can also create a comfortable work environment and reduce job insecurity that often arises in the workplace.

## 5. CONCLUSION

Based on the results of the study, it is known that there is an influence of the work environment, workplace belonging, and job insecurity on the work engagement of Baristas in Ciamis Regency. Based on the path analysis, it is known that workplace belonging provides the greatest contribution to the work engagement of Baristas in Ciamis Regency. This shows that Baristas in Ciamis Regency have a sense of attachment or connection to the organization or work team so that it can affect work engagement, namely the level of employee involvement and enthusiasm in their work and workplace. The higher the sense of belonging of the barista to his workplace, the more attached and enthusiastic the barista is in working there. Baristas who have high workplace belonging can also create a comfortable work environment and reduce job insecurity that often arises in the workplace.

## LIMITATIONS AND SUGGESTIONS

The limitations of this study are that the data collection was carried out in a relatively short time and the research locations were quite spread out in Ciamis Regency with a large distance. The suggestions that can be given to coffee shop owners are to provide support in the form of facilities to improve the work environment both physically and non-physically so that it can reduce job insecurity that often hits baristas and can increase barista work engagement in their workplace. For further research, it is to add other research variables that can affect barista work engagement and expand the locus not only in Ciamis Regency.

## ACKNOWLEDGEMENTS

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