

# Mabuss

THE ROLE OF LOCAL COMMUNITY PARTICIPATION IN THE DEVELOPING CULTURAL TOURISM SUSTAINABILITY <i>Andini Wibowo, Tina Miniawati Barusman, Tri Lestira Putri Warganegara</i> .....	1-15
THE ANTECEDENTS OF CUSTOMER SATISFACTION AND ITS IMPACT ON CUSTOMER LOYALTY (The study of Merry's Cake Lampung) <i>Adi Gunawan, Andala Rama Putra Barusman, Selfia Alke Mega and Wenny Permata Sari</i> .....	16-25
STRATEGIES FOR EXPANDING THE POPULARIZATION OF TESTED PROFICIENT SPEAKERS OF INDONESIAN AT THE LAMPUNG PROVINCIAL LANGUAGE OFFICE <i>Anggraini Saputri, Budhi Waskito, Yanuarius Yanu Dharmawan, Haninun and Afrizal Nilwan</i> .....	26-38
DOES INCENTIVES AND SUPERVISION HAVE IMPACT ON PERFORMANCE EMPLOYEES? LEARNED FOR SOUTH LAMPUNG REGENCY TRANSPORTATION SERVICE ..... <i>Asyri Mu'minatın, M Oktavianur, Hendri Dunan and Defrizal</i>	39-50
EVALUATION MODEL IN DEVELOPING SOYBEAN AREA ACTIVITIES IN WEST LAMPUNG REGENCY ..... <i>Ak Sartono, Risal and Endang Kristiawati</i>	51-66
THE ROLE OF MARKETING MIX (7 P'S) TOWARDS REPURCHASE INTENTION OF ALIBABA'S FRIED BANANA IN BANDUNG CITY ..... <i>Marceilla Suryana and Sarfilianty Anggiani</i>	67-75
ANALYSIS OF POSTULATING COMPENSATION ON ENHANCING THE SERVICE QUALITY FOR BARISTA AT COFFEE SHOPS ANALYSIS OF POSTULATING COMPENSATION ON ENHANCING THE SERVICE QUALITY FOR BARISTA AT COFFEE SHOPS ..... <i>Dita Oki Berliyanti and Sri Vandayuli Riorini</i>	76-83
STYLE AND MOTIVATION VARIABLE AS FACTORS AFFECTING EMPLOYEE COMMITMENT ..... <i>Venantius Mardi Widyadmono and Andhatu Achsa</i>	84-93
RISK-BASED AUDIT IMPLEMENTATION AND PROFESSIONAL SKEPTICISM ON FRAUD DETECTION FOR LOCAL GOVERNMENT FINANCIAL REPORTS ..... <i>Deasy Aseanty and Arif Zulkarnain</i>	94-103
STRATEGY TO CONVALESCENCE CUSTOMER SATISFACTION FOR SELLING HYDROPONIC VEGETABLE DURING THE PANDEMIC OF COVID-19 ..... <i>Rivan Sutrisno and Gundur Leo</i>	104-113

Journal of Management, Business and Social Science	Pages 1-113	Bandar Lampung, January 1, 2023
---	----------------	---------------------------------

**1<sup>st</sup> Edition, 2023**

**Editorial Board**

**Editor In Chief**

Andala Rama Putra Barusman, Universitas Bandar Lampung, Indonesia

**Member Editor**

Wesley D. Sine, University of Cornell, USA  
M. Yusuf Sulfarano Barusman, Universitas Bandar Lampung, Indonesia  
Maria-Gabriella Baldarelli, University of Bologna, Italy  
Dima Jamali, University of Sharjah, United Arab Emirates  
James Guthrie, Macquarie University, Australia  
Maria-Gabriella Baldarelli, Università di Bologna, Italy  
Christine Cooper, University of Edinburgh, Scotland UK

**Executive Editor**

İlcut Elif Kandil Göker, Kırıkkale Üniversitesi  
Teodora Viorica Farcas, Universitatea Babeş-Bolyai, Romania  
Jana Kliestikova, University of Zilina, Slovak Republic  
Mario Ianniello, Udine University, Italy  
Jose Luis Retolaza, University of Deusto, Spain  
Dalilawati Zainal, University of Malaya, Malaysia  
Olena Voronkova, National University of the State Fiscal Service of Ukraine

Published by: Management Study Program Graduate School Universitas Bandar Lampung

Address: JL. Z.A. Pagar Alam No. 89, Bandar Lampung, Indonesia

Tel. +62-721-789-825; Fax. +62-721-770261

Email: [mabuss@ubl.ac.id](mailto:mabuss@ubl.ac.id)

## ANALYSIS OF POSTULATING COMPENSATION ON ENHANCING THE SERVICE QUALITY FOR BARISTA AT COFFEE SHOPS

Dita Oki Berliyanti<sup>1</sup>  
Sri Vandayuli Riorini<sup>2</sup>

<sup>1</sup>Universitas Trisakti

<sup>2</sup>Universitas Trisakti

---

### ABSTRACT

*The aim of this study was to determine and analyze compensation in improving the quality of service provided by baristas in coffee shop development (case study at 20 Kopi Tirtayasa branch and Langkapura Bandar Lampung branch). This research is descriptive qualitative research using a case study research design. Data collection techniques are by means of interviews, observation, and documentation.*

*The results showed that the compensations given by 20 Kopi to baristas are direct compensation and indirect compensation. Direct compensation in this coffee shop is in the form of salaries and incentives. While indirect compensation is in the form of health insurance. There is a problem with this compensation, which is the low compensation or salary received by baristas at the 20 Kopi Tirtayasa and Langkapura branches. Minimal or inadequate compensation will trigger ineffective employee performance and will have an impact on the quality of service provided to customers. However, despite their low salary, the baristas still give their loyalty to 20 Kopi and provide good quality service to their customers. This will certainly support the development of the coffee shop itself, as 20 Kopi has opened 4 branches in Bandar Lampung. This shows that 20 Kopi has a role as part of the development of coffee shops in Bandar Lampung.*

**Keywords:** Barista, Compensation, Service Quality, Coffee Shop Development.

---

### Introduction

Compensation can be used as a tool to motivate employees to improve their work performance and stimulate employees to play an active role in the role of achieving company goals. In addition, wages are one of the factors that affect the quality of barista services. According to Yamoah (2013), compensation is any form of payment or reward given to employees and arising from the employee's work. By providing compensation, it is hoped that a worker can be productive and have full responsibility for his duties, in order to meet the company's sales targets. Furthermore, the existence of the workforce and the company will be well established, thus the entire workforce will strive to improve the quality of service because they feel valued by the company (Tolessa *et al.*, 2016).

Currently, the coffee shop business is one of the most promising businesses. This is due to the growing trend of drinking coffee in coffee shops or commonly called "nongkrong". Drinking coffee is now not only identical to activities carried out by men as young people also make coffee-drinking activities as a lifestyle and as a means of showing their existence (Adhi and Yunus 2022).

Recognizing this opportunity, many business players have started to venture into the coffee shop industry. This industry also has quite intense competition. Therefore, every business actor and professional worker needs to know the current coffee shop trends in order to face competition and gain the attention of potential visitors. Coffee shop business opportunities must be considered (Dan *et al.*, 2016). This can be proven by the number of coffee shops that have been established in Bandar Lampung. Among the many coffee shops in Bandar Lampung, the author is interested in choosing 20 Kopi Tirtayasa Branch and Langkapura Branch Bandar Lampung as the object of research as 20 Kopi is one of the coffee shops that are able to survive in the midst of very intense competition. 20 Kopi Tirtayasa branch and Langkapura branch are coffee shops that serve a variety of modern coffee variants and other snacks. Researchers conducted pre-research by means of observation or direct observation and interviews with 20 Kopi Tirtayasa Branch and Langkapura Branch in Bandar Lampung.

## Literature Review

### *a. Compensation*

According to Yamoah (2013), compensation is any form of payment or reward given to employees and arises from their work as employees. Meanwhile, other experts argue, according to (Halim *et al.*, 2017), compensation is the total compensation received by employees as a result of carrying out work in the organization in the form of money or other forms which can be in the form of salaries, wages, bonuses, incentives, and other benefits such as health benefits, holiday allowances, meal money, leave money, and the like.

Compensation refers to the total reward, including wages, salaries, and benefits, that employees receive in return for their work. It is an important aspect of employee retention and motivation, and plays an important role in attracting and retaining talent in an organization (Mukhtar *et al.*, 2018). A compensation package can include several components, such as base salary, bonuses, stock options, retirement plans, health insurance, paid time off and other benefits. The specific components of a compensation package can vary depending on industry, position, and company size and culture. Compensation can be structured in a variety of ways, including hourly wages, salary, commission-based salary, performance-based salary and benefit sharing. Employers must comply with federal and state laws regarding minimum wages, overtime pay, and other regulations related to compensation. (Leonu *et al.*, 2017).

In essence, compensation is an important component of employees' total work experience and can have a significant impact on their motivation, job satisfaction, and loyalty to the organization (Oktari *et al.*, 2020). The indicators used to measure compensation according to (Putra and Gupron 2020), are as follows:

- a) Wages and salaries: Wages are usually related to hourly pay rates. Wages are payments that are often used for production and maintenance workers. Salaries generally apply to weekly, monthly, or annual pay rates.
- b) Incentives: Incentives are additional compensation above or beyond the salary or wages provided by the company.
- c) Benefits: Benefits are health and life insurance, company-paid vacations, retirement programs, and other benefits related to the employment relationship.
- d) Amenities: Amenities are perks such as company cars, special parking spaces, or access to company aircraft that employees receive.

### *b. Service Quality*

According to Barusman (2019), service quality is how far the difference is between reality and customer expectations for the services they receive or obtain. There are two factors that affect service quality, namely expected service, and perceived service (Oktavia *et al.*, 2022). Service quality is the level of excellence expected and control over that level of excellence to meet consumer desires (Barusman and Rulian, 2020). In other words, there are two main factors that affect service quality, namely expected service and perceived service or expected service quality and service quality received or perceived (Kotler, 2015). This is stated by (Tjiptono, 2011), there are four main elements that are used as indicators of service quality, including:

- a) Speed: This relates to the length or speed in serving consumers
- b) Accuracy: This accuracy relates to the suitability and desires of consumers with the services provided.
- c) Friendliness: In serving consumers, baristas must show a friendly attitude in order for consumers to feel more valued and more satisfied.
- d) Skills: This relates to all of the above aspects. A skilled barista is a barista who serves consumers quickly, precisely, and friendly.

### *c. Barista*

According to Adhi and Yunus (2022), barista etymologically comes from the Italian language which means a bartender who serves a variety of drinks not only coffee drinks. A barista is a skilled professional who prepares

and serves espresso-based beverages, such as lattes, cappuccinos, and macchiatos, as well as other coffee-based drinks. The term "barista" was used in Italy in the early twentieth century to describe a bartender who specialized in brewing coffee. As the demand for high-quality coffee has expanded in recent years, the function of the barista has grown in importance (Katherine and Ruck, 2022).

Expert baristas have considerable training to learn about the origins and qualities of various coffee beans, as well as how to roast and ground them properly and utilize espresso machines and other coffee-making equipment. They also learn how to make latte art and how to make balanced and tasty coffee drinks (Lanka, 2019).

Overall, being a barista necessitates a blend of knowledge, talent, and artistry, as well as a love of coffee and a commitment to giving exceptional customer service. as well as a love of coffee and a commitment to offering exceptional customer service (Sawa and Pandrianto, 2020)

#### ***d. Coffee Shops***

Coffee is a beverage produced from the roasted and ground seeds of a coffee plant by percolation, infusion, or decoction (Alam, 2015). The definition a Cafe is a place to relax and chat where visitors can order drinks and food. A coffee shop is a commercially managed food business that offers guests drinks or snacks with service in an informal atmosphere without following a standardized service rule (Joelita and Putri, 2013).

A coffee shop is a company that provides coffee, tea, and other beverages and snacks in a relaxed environment. Coffee shops can range from tiny, independent operations to bigger chains, and they frequently provide a pleasant and appealing environment for people to meet, chat, work, or simply enjoy a cup of coffee. Coffee beans, tea, mugs, and other related things may be sold at certain coffee shops. Many coffee shops now provide free Wi-Fi, making them popular meeting places for distant professionals and students (Woldoff *et al.*, 2013).

#### ***e. The Growth of Coffee Shop***

The growth of coffee shops has been significant in recent years, with the coffee shop industry showing no signs of slowing down. Coffee shops have become a cultural phenomenon, with people using them not just as a place to grab a quick caffeine fix, but also as a social hub, a workspace, and a place to relax (Waxman, 2006). Coffee has now become part of the lifestyle, especially for those who live in urban centers, specifically Bandar Lampung, which is the focus of this study. Coupled with the increasing number of specialty coffee cafes and innovations in coffee making, this has resulted in more coffee lovers in Bandar Lampung. Consumers come to coffee shops not solely to drink coffee but rather because there is a touch of emotion whether it is a feeling of pride, prestige, or warmth. A consumer is an individual who feels and satisfies consumption needs, through the goods and services purchased on the market (Mokrysz, 2016). The phenomenon of young people going to coffee shops has entered Bandar Lampung, not only metropolitan areas but also other big cities in Indonesia. Although there are not many coffee shops with trade licenses from abroad, young people show a lifestyle resembling a Metropolitan city. There are several reasons why coffee shops have become so popular.

- a) Coffee has always been a popular beverage, but the rise of specialty coffee and the third wave coffee movement has led to an increased demand for high-quality coffee. Coffee shops have responded to this demand by offering a wide variety of coffee drinks, each made with care and attention to detail (Ghosh, 2014).
- b) Coffee shops have become a place for people to socialize and work outside of their homes. With the rise of remote work and the gig economy, more people are looking for places to work outside of traditional offices. Coffee shops offer a comfortable and convenient workspace with access to Wi-Fi, power outlets, and coffee (Soedarsono *et al.*, 2020).
- c) Coffee shops have become a place for people to relax and unwind. Many coffee shops offer comfortable seating, cozy atmospheres, and a wide variety of food and drinks. This has made them a popular destination for people looking to escape their daily routines and spend some time with friends or alone (Woldoff *et al.*, 2013).

According to the explanation, the advent of the gig economy and remote work, as well as the necessity for individuals to have a handy place to unwind and socialize, have all contributed to the proliferation of coffee shops.

## Methodology

### *a. Type Of Research*

This research is descriptive qualitative research using a case study research design.

### *b. Data Collection Technique*

Interviews, while the interviewees are:

- a. Baristas of 20 Kopi Tirtayasa branch: 5 people
  - b. Baristas of 20 Coffee Langkapura branch: 4 people
- Total: 9 people

Observation is a technique for obtaining data by going directly to the field or research location to observe and record the object under study (Sugiyono, 2017). Documentation is a technique for obtaining data by seeking information from various sources or references related to the research, such as newspapers and the internet

### *c. Data Analysis*

The data analysis used in this research is by:

1. Data reduction
2. Presentation of data
3. Conclusion drawing

## Result and Discussion

### *a. Overview Of 20 Kopi*

20 Kopi is one of the coffee shops in Bandar Lampung. 20 Kopi has been established since August 2019 with an indoor and outdoor theme but this concept was still not used at that time. 20 Kopi provides several coffee and non-coffee variant menus. In addition, it sells processed snacks such as cakes, cookies, and bread.

The first 20 Kopi was established in the city of Bandar Lampung, which is located in Pahoman in January 2019, then has a second branch in the city of Palembang in the same year, the third branch is located in Tirtayasa and has been established since April 2021, and the last branch is located in Kemiling and was established in November 2021. The founder of 20 Kopi himself is Aditya Raka.

The 20 Kopi business is a franchise, therefore each branch has its own owner. For the daily schedule, 20 Kopi opens from 10 am to 10 pm and has working hours that are divided into 2 shifts, namely the morning shift and the afternoon shift. From the beginning of the grand opening until now the visitors are crowded ranging from students to employees. Each day visitors can reach up to 400 people, currently, the most popular item on the menu is *Baka Coffee* which ranges from 18 thousand to 42 thousand.

### *b. Evaluation Results (Input)*

- a) Salary

Based on the results of interviews with baristas regarding salaries, the author concludes that:

- The salary received is not in accordance with the minimum wage of Bandar Lampung
- The salary received is according to the contract for the Tirtayasa branch, but for the Langkapura branch, the salary received is not according to the contract.
- The salary received cannot meet the needs for one month.
- The salary received is not enough so some baristas have other jobs to make ends meet.

- b) Incentives

Based on the results of interviews regarding incentives, the author concludes that:

- Incentives are stated in the work contract but only Tiriyasaya branch baristas have received the incentives.
  - The amount of incentive is Rp 400,000 and the incentive is not given every month.
  - Incentives are not given to all baristas, but only baristas who are able to achieve targets or exceed targets will receive incentives.
- c) Insurance

Based on the results of the interviews, it can be concluded as follows:

- The type of insurance provided by 20 Kopi is health insurance.
  - The insurance can be cashed out at the end of the year for five million rupiahs if it is not claimed within one year.
- d) Facilities
- The amenities provided by 20 Kopi for baristas are movie tickets. This amenity will be given if sales have reached the target.
  - 20 Kopi has a fairly decent coffee machine that can brew good coffee.
  - Stable Wi-Fi helps to make it easier to order online or in person
  - A large parking lot makes it easier for customers who bring vehicles
  - An air-conditioned room keeps visitors comfortable
  - The smoking area provides a place for visitors who want to smoke while enjoying a cup of coffee with friends.

Based on the explanation above regarding the compensation provided by 20 Coffee, it can be concluded that:

- a) The amount of salary received by baristas of 20 Kopi, both at the Tirtayasa Branch and Langkapura Branch, is not in accordance with the minimum wage of Bandar Lampung. This is not in accordance with the agreed work box.
- b) Incentives are listed in the barista employment contract, however, only 20 Kopi Tirtayasa branches can realize them. Meanwhile, the Langkapura branch baristas have never received any incentives.
- c) There is health insurance provided by 20 Kopi to their baristas. The insurance can be replaced with cash of five million rupiah at the end of the year if the barista does not claim the health fund within one year.
- d) The facilities and amenities provided by 20 Kopi are quite helpful for baristas in carrying out their work. However, most of the 20 Kopi baristas expect other amenities such as the latest coffee machines

**c. Service Quality**

Based on the explanation above, it can be concluded that:

- a) Speed: The time required to brew one cup of coffee is less than 3 minutes, however according to customers, the actual wait time is more than 5 minutes.
- b) Accuracy: All baristas know the type of menu sold at 20 Kopi, however, they frequently made some errors in preparing the orders. Notably, requests were not carried out properly.
- c) Friendliness: Upon customer arrival, baristas must welcome and smile at customers as this is part of 20 Kopi SOP. But in contrast to the customer's statement, it is claimed that there are some unwelcoming baristas, especially when the coffee shop is busy.
- d) Skills: Baristas of 20 Kopi have different educational backgrounds and do not necessarily have to be barista majors. The most important aspect is to be able to operate the coffee machine properly, know the exact measurements, and be able to brew a good cup of coffee.

***d. The Growth of Coffee Shop in Bandar Lampung***

Based on the explanation above regarding the development of coffee shops in Bandar Lampung, it can be concluded that:

1. There are many coffee shops in Bandar Lampung.
2. Each of them offers its best-selling products with varied prices, attractive packaging, and attractive contemporary coffee flavours.
3. The lifestyle and the rise of the trend of young people hanging out in coffee shops have made this business grow.

**Conclusion and Recommendations**

***Conclusion***

Based on the results of the analysis and discussion above, the following conclusions can be drawn:

1. The compensation given by 20 Kopi to its baristas is direct compensation and indirect compensation. Direct compensation in this coffee shop is in the form of salaries and incentives whereas indirect compensation is in the form of health insurance.
2. There are problems found in this compensation; this is regarding the poor amount of compensation or salary received by baristas at the 20 Kopi Tirtayasa branch and the Langkapura branch.
3. In the quality of service, there are problems found concerning customer complaints regarding unsatisfactory service related to long wait times in preparing orders and unfriendly service both at the 20 Coffee Tirtayasa branch and Langkapura branch.
4. Minimal or inadequate compensation will trigger ineffective employee performance and will have an impact on the quality of service provided to customers. Due to the low salary received, the baristas do not provide good quality service to their customers.

***Recommendations***

1. Coffee shop management should provide salaries in accordance with the Bandar Lampung minimum wage in order for 20 Kopi to meet the eligibility standards for employing its baristas.
2. 20 Kopi management should improve its incentive compensation policy by providing fair and equitable incentives for both the Tirtayasa branch and the Langkapura branch.
3. Keep up with the development of coffee machine technology as the newer the coffee machine technology, the better the quality will be produced.
4. Continue to make the latest coffee blend innovations to ensure consumers that 20 Kopi always evaluates the quality of its products, as well as to maintain the quality of products that have been less than maximized by competitors.
5. Increase the speed, accuracy, friendliness, and skills of baristas to ensure that baristas are more reliable and responsive in serving consumers. Especially, speed should be improved in order to ensure that the wait time for consumers in ordering is no more than five minutes.
6. Baristas should follow the latest developments, especially in terms of appearance, uniform models, hairstyles, and makeup.
7. Add variables that can affect the quality of service provided by baristas to obtain better results.
8. Increase the amount of coffee shop data in order to increase references to facilitate the data collection

**Reference**



- Adhi, Redovan Witarta., and Ulani, Yunus. (2022). "The Meaning of Coffee for Barista in Speciality Coffee Shop in Indonesia." *Journal of Creative Communications* 17(1):108–18. doi: <https://doi.org/10.1177/09732586211005880>.
- Alam, Iskandar, Ali. (2015). "Pengawasan Persediaan Bahan Baku (Biji Kopi) Yang Efektif Guna Mendukung Kelancaran Proses Produksi Pada Perusahaan Kopi Bubuk Sinar Jempol Lampung." *Jurmabis* 6(1):1–11.
- Barusman, Andala, Rama, Putra. (2019). "The Effect of Security, Service Quality, Operations and Information Management, Reliability & trustworthiness on e-Loyalty Moderated by Customer Satisfaction on the Online Shopping Website." *International Journal of Supply Chain Management* 8(6):586–94.
- Barusman, Andala, Rama, Putra and Rulian, Evelin Putri. (2020). "Customer Satisfaction and Retention and Its Impact on Turism in Hotel Industry." *Utopia y Praxis Latinoamericana* 25(Extra1):117–26. doi: 10.5281/zenodo.3774581.
- Ghosh, Payel. (2014). "Processing and Drying of Coffee – A Review." 3(12):784–94.
- Halim, Jesslyn .(2017). "Kinerja Karyawan Di Broadway Barbershop Pt Bersama Lima Putera." 5(1).
- Joelita, Gischa, and Putri, Eka. (2013). "Coffee Shop."
- Katherine, Kai-sean Lee., and Ruck, Jayne. (2022). "Barista Diary : An Autoethnography Studying the Operational Experience of Third Wave Coffee Shop Baristas." (April). doi: 10.1016/j.ijhm.2022.103182.
- Kotler. (2015). *Marketing an Introducing Pretiece Hall Twelfth Edition* ,. England :
- Lanka, Sri. (2019). "The 1 St International Conference on Agriculture , Food Security and Safety." 94(November).
- Leonu, Paulus., Yani, Anhar. (2017). "Variabel Intervening Di Kecamatan Dusun Tengah Kabupaten Barito Timur." 1(1):40–56.
- Mokrysz, Sylwia. (2016). "Customer Preferences And Behaviour On Coffee Shop."
- Mukhtar, Saparuddin., Herlith, Herlith and Nikensari, Sri Indah. (2018). "The Effect Of Compensation , Motivation Of Employee And Work Satisfaction To Employee Performance Pt . Bank Xyz ( Persero ) TBK Ketut IR Sudiardhita , Universitas Negeri Jakarta." (December 2019).
- Oktari, Sari, Dewi., Suhardi, Agatha, Rinta and Saudi, Mohd, Haizam. (2020). "Compensation and Motivation in Affecting Employee Performance PT . X."
- Oktavia, Friska and Indriyani, Susi. (2022). "Perception of Value and Quality of Service to Customer Satisfaction At Coffee Shop In Bandar Lampung." *Journal of Economics and Business* 1(1).
- Putra, Muhammad Reza and Gupron, Gupron. (2020). "Employee Performance Models: Competence, Compensation And Motivation (Human Resources Literature Review Study)." *Dinasti International Journal of Education Management And Social Science* 2(1):185–98. doi: <https://doi.org/10.31933/dijemss.v2i1.629>.
- Sawa, Billy, Stephen., and Pandrianto, Nigar.(2020). "Creativity Process of Naming the Coffee Menu as a Part of Marketing Communications." 478(Ticash):326–31.
- Soedarsono, Dewi K., Mohamad, Bahtiar., Adamu, Abbas and Pradita, Kennia Aline .(2020). "Managing Digital Marketing Communication of Coffee Shop Using Instagram." 108–18.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*. Bandung: Alfabeta, CV.
- Tjiptono, Fandy dan Chandra, Gregorius. (2011). *Service Quality and Satisfiation*. 3th ed. Jakarta: Andi Offse.
- Tolessa, Kassaye., Rademaker, Michael., Baets, Bernard De and Boeckx, Pascal. (2016). "Prediction of Specialty Coffee Cup Quality Based on near Infrared Spectra of Green Coffee Beans Talanta" *Talanta* 150(July 2018):367–74. doi: 10.1016/j.talanta.2015.12.039.

Waxman, Lisa. (2006). "The Coffee Shop : Social and Physical Factors Influencing Place Attachment." 31(3).

Woldoff, Rachael A., Lozzi, Dawn, Marie and Dilks, Lisa, M.=. (2013). "The Social Transformation of Coffee Houses : The Emergence of Chain Establishments and the Private Nature of Usage." 1(2):205–18. doi: 10.11114/ijsss.v1i2.200.

Yamoah, Emmanuel, Eratus. (2013). "Relationship between Compensation and Employee Productivity." *Singaporean Journal of Business Economics and Management Studies* 2(1).