



Interpersonal Communication Between Baristas and Management in Improving Work Performance at *Cerita makna* Coffee and Space in Yogyakarta

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ABSTRACT

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Interpersonal Communication is the process of exchanging information between individuals. Communication includes not only sentences but also facial expressions, body movements, and intonation that affect the meaning conveyed. Management is a form of activity that consists of planning, organizing, managing, and monitoring in order to meet goals effectively. In achieving this, interpersonal communication has an important role to be able to harmonize with the objectives of management that have been set in order to create good work performance in baristas. When this is done, it will lead to openness of both baristas and management so as to improve optimal work performance. This research is a type of research that uses qualitative descriptive methods. The research aims to find out the Interpersonal Communication of Management and Baristas of Makna Coffee and Space Stories in Yogyakarta in Improving Work Performance. Data analysis uses data collection, data reduction and conclusion drawing. The theory used is Interpersonal Communication Theory. The data collection technique is through interviews, observation and documentation. The results of the study found that interpersonal communication between management and baristas can improve effective work performance.

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1. Introduction

In the current era, many places provide a variety of snacks and drinks. Often, the current generation is bored with the house's atmosphere when doing assignments and prefers cafes as a place to do assignments or even just chat. A coffee shop is a place that provides various types of coffee and other drinks. In addition to having a cool atmosphere, usually in this cafe, there is live music every night to entertain the customers who come. Cafes can be a place for entertainment and it is not uncommon for the current generation to make cafes a lifestyle necessity.

With this, they choose to do activities such as chatting, reading, chatting with friends, seeking entertainment or just taking pictures at the cafe. Initially, coffee drinking was a habit of rural adults who enjoyed coffee in all forms of social activities, ranging from at home, in the garden, at recitation, even in a shop. (Pramita & Pinasti, 2016). The facilities that are usually added by shop owners, including air conditioning, wifi to live music, are currently a lot of choices for several coffee shop owners in Indonesia. The rise of the development of the coffee shop industry has become popular. Their purpose of visiting a coffee place is to be able to fill their spare time, work meetings, and chatting. (Surahman & Yuningsih, 2022). One of the cafes that provides a place to start talking, doing assignments, and even meeting rooms is *Cerita makna* Coffee and Space. In this case, researchers found problems at this cafe related to interpersonal communication. The problem was observed from



the Google review page of *Cerita makna* Coffee and Space. Some of the visitors who have come, write their comments on the Google review page in the cafe. There are several reviews found by researchers in the *Cerita makna* Coffee and Space rating on Google as follows;



Figure 1. Google Reviews of *Cerita makna* Coffee and Space
Source: Google Review of *Cerita makna* Coffee and Space

In this case, there are several comments in the reviews on the *Cerita makna* Coffee and Space page regarding barista services that are less pleasing to them. This will certainly have an impact on the company because unpleasant service will reduce customer loyalty. For this reason, employee performance is needed in a company. Good work performance capabilities will also add positive value in the eyes of consumers. Of course, by providing maximum service quality the company has a good image, not only in the food and beverage section. Thus, fostering consumer confidence in the company and service. Performance is the real behavior that everyone displays as a work achievement produced by employees following their role in the company to achieve its goals. (Nasrih, 2016).

According to (Candra Wijaya, 2016) Management comes from the word "to manage" which means to organize. In terms of managing, problems, processes, and questions will arise about what is regulated, who regulates, why it should be regulated, and what the purpose of the arrangement is. Management also analyzes, sets goals or objectives, and determines tasks and obligations effectively and efficiently. In other words, management is the behavior carried out by members of an organization to achieve its goals. In other words, management is the process of organizing and utilizing the resources owned by the organization through the cooperation of members to achieve organizational goals effectively and efficiently. In other words, the organization serves as a place where management does its job. To achieve this, interpersonal communication has an important role to play by the goals that have been set. This will create good work performance in baristas.

In research (Herfinda, 2015) explains that leaders or management should be able to talk to their subordinates informally. This is to avoid misunderstandings in organizational or leadership activities. As well as, establishing good relationships among coworkers. When this is done continuously, it will lead to the openness of both employees and management. Thus, it can improve optimal work performance.

The following barista exit data shows that management must be able to understand the needs and desires of baristas. Good communication creates an environment where baristas feel listened to and valued to increase motivation and performance.

Table 1. Document of *Cerita makna* Coffee and Space

No	Month	Number of baristas (people)	Number of outgoing baristas (people)
1	January 2024	15	1
2	February 2024	14	0
3	March 2024	15	1
4	April 2024	14	1
5	May 2024	13	0
6	June 2024	15	2
7	July 2024	13	0
8	Augustus 2024	14	0
9	September 2024	18	1
10	October 2024	17	1

Source: *Cerita makna* Coffee and Space

In the table above, it shows the high rate of baristas who leave. This is a reason for researchers to find out the problems that occur, so more baristas leave than baristas who do not work at *Cerita makna* Coffee and Space.

From several references in the form of previous research that has a relationship with the object of research, therefore, researchers review previous research to be used as a reference in the research to be carried out. These references include:

Researchers took references made by (Nurulaeni and Sofyan, 2023) entitled "Interpersonal Communication of Barista NAMA Coffee Shop". This study uses qualitative research methods with a case study approach and interpersonal communication theory. The subjects in this study were baristas and consumers of NAMA Coffee Cimahi. The data collection techniques used in this study were interviews, observation, and documentation. The results in this study found that the interpersonal communication of NAMA Coffee baristas to consumers through exposure to a process of interpersonal communication of NAMA Coffee baristas to consumers, obstacles during interpersonal communication of NAMA Coffee baristas to consumers when interacting and the goals of NAMA Coffee baristas in implementing interpersonal communication to consumers in business at coffee shops. This study aims to determine the interpersonal communication carried out by the NAMA Coffee barista to consumers which occurs sustainably to change the stigma of buyers to customers and it is hoped that the NAMA coffee barista can meet the targets to be achieved. In this study, there are similarities regarding the discussion of interpersonal communication carried out. The difference in this study is related to the research subject between baristas and consumers. Whereas in this study interpersonal communication with the research subject is between baristas and management.

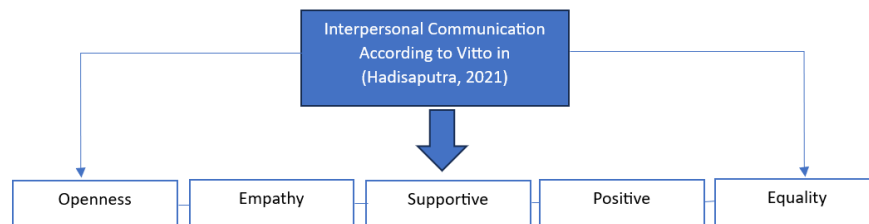
Researchers took references made by (Santoso, 2021) entitled "Barista Interpersonal Communication with Consumers in Services at Niti Samasta Coffeeshop". This study uses descriptive qualitative research methods with communication effectiveness theory and a humanistic approach. The research subjects in this study used a purposive sampling technique whose data collection used observation and interviews. The data validation technique uses triangulation by comparing the results of observations with the results of interviews. The results obtained are from the results of interviews conducted by researchers with three baristas found that what Niti Samasta Coffeeshop baristas do is included in interpersonal communication consisting of verbal and non-verbal communication. The communication process is carried out by baristas with consumers to create an effective and comfortable communication climate for customers. The equation of this research is using qualitative research methods. Data collection techniques in the form of interviews, documentation, and observation. The topic taken is about interpersonal communication of coffee shop baristas. The difference is in the research subject which leads to baristas and consumers in service. While the research subjects are baristas and management

Based on previous research, researchers want to find out more about how effective interpersonal communication between the Management and Baristas of *Cerita makna* Coffee & Space is towards the performance performance that has been set. Researchers want to study how the form of

interpersonal communication owned by the management & barista and the suitability of interpersonal communication which includes aspects, such as Openness, Empathy, Support, Positive feelings, and Equality. The author also wants to find out more about effective interpersonal communication in management and baristas that can improve performance at work.

2. Theoretical Framework

According to Joseph A. De Vito, Interpersonal Communication is the sending and receiving of messages by two people or a small group of people with a lot of feedback happening at the same time.



Source: Processed by Researcher, 2024

Interpersonal communication is the process of someone exchanging information or messages using verbal and non-verbal communication with a specific purpose. Therefore, interpersonal communication between management and baristas is needed to find out how effective interpersonal communication between management and baristas can improve team performance. According to Vito in (Hadisaputra, 2021) The effectiveness of Interpersonal Communication can be seen through 5 indicators, namely:

1) Openness

Openness can provide success in conducting interpersonal communication. The existence of this openness makes someone accept any information that is obtained easily. A person's willingness to convey messages openly and honestly to others is evidence of their openness to the focus of the research. (Putra, 2013).

2) Empathy

Empathy is something that when someone communicates can understand and feel what others feel and respond to those feelings so that it shows an attitude that understands the feelings of others. According to (Sari & Marajari, 2016) An empathetic attitude can provide inspiration and experience from oneself to others because of one's ability to feel and understand other people's circumstances. Empathy will help us understand the essence of all the circumstances around us.

3) Supportive Attitude

This supportive attitude can facilitate the communication process by creating an open situation so that communication can be effective. In dealing with problems, one must behave in a supportive manner. There are three important components of supportive behavior for effective communication:

a) Descriptive, which means the atmosphere will be mutually supportive. b) Spontaneity, which means someone who is open and frank or what they are about what they think. c) Professionalism means someone who thinks and behaves openly so that they are willing to listen to different perspectives. (Sari & Marajari, 2016).

4) Positive Attitude

The positive attitude referred to in this case can create a stable state towards oneself and others so as to encourage others to actively participate in the communication process. According to (Saputra, 2020) Positive Attitude is when we communicate with others with a positive attitude in two ways: (1) by expressing a positive attitude and (2) by encouraging people who are our friends to interact.

5) Equality

Equality creates a person in communication to feel fair so that they feel valued and useful. Equality is the recognition that both parties are valuable, useful, and have something to give. (Rinawati & Fardiah, 2016)

This relates to how management can improve barista performance. Management is a distinctive process that aims to achieve a goal effectively and efficiently using all available resources. The word management means leaders, directors, and administrators taken from the verb "manage". "Manage" means to drive, manage, and command. According to the Italian language, the term management comes from "manager" which means training horses as a trainer, and the term manage in French means the act of guiding or leading. (Fardiansyah et al., 2019) added that communication is also an important thing in everyday life, good communication is very important for the effectiveness of any group or organization. Existing research identifies that poor communication is most often the source of interpersonal conflict. Because individuals spend nearly 70 percent of their time communicating. Effective management by a leader can create a conducive environment for employees to develop and improve their competencies. Leaders who understand the importance of managing when there is conflict in communication can provide the support needed for employee competency development. They can provide training, feedback, and professional development opportunities that can improve employee performance. (Masjudin, 2024).

Performance is a result of work achieved by one person and many people in an organization related to their respective duties and authorities. Work performance is generally an achievement of employee work both in groups and individually. Employee work performance tends to be better when they have a high expertise or skill, can be paid according to the provisions at the time of the agreement, and have hopes for a better life. If the work performance of employees in a company is high, the company's performance will also increase. Good work performance will determine the achievement of a goal in the organization. (Fitriana, 2014). The objectives of interpersonal communication are as follows;

According to (Sarmiati, 2019) We can use interpersonal communication for several purposes. There are 6 (six) purposes of interpersonal communication, including:

1) Know yourself and others. One way we can recognize ourselves is through interpersonal communication. Interpersonal communication provides an opportunity for us to talk about ourselves. By studying interpersonal communication we also learn to understand more deeply and how we can open ourselves to others. 2) Know the outside world. Interpersonal communication can also make us understand the environment well, namely about objects, events, and other people. Although some people argue that the information we get so far comes from the mass media, it is often discussed through interpersonal interactions. Usually, our conversations with friends, family, and other people come from news and events in the mass media (magazines, radio, newspapers, and TV). 3) Creating and maintaining relationships. Humans are created as individual beings as well as social beings. As a result, in everyday life people tend to create and maintain close relationships with others. This can help reduce loneliness and tension and make us more positive towards ourselves. 4) Changing attitudes and behaviors. Effective interpersonal communication will be able to change a person's point of view both in attitude and behavior. This is due to the persuasive nature of the interlocutor through interpersonal communication. 5) Play and seek entertainment. The benefits of interpersonal communication are being able to play and find entertainment. With interpersonal communication, it is easy for someone to play and find entertainment, such as: telling funny events. Thus, it can provide an atmosphere of release from tension or seriousness. 6) Helping others, The benefits of interpersonal communication are also felt by many people, especially in certain professions. For example, psychologists who need to approach their patients through interpersonal communication. Thus, there is a willingness of patients to be open and talk about their conditions to psychologists.

3. Method

This research uses a qualitative descriptive research approach, describing the interpersonal communication techniques of management and baristas of *Cerita makna* Coffee and Space. The subjects of this research are management and several baristas of *Cerita makna* Coffee and Space who are the source of informants in this research. In this study utilizes open interviews in order to

understand and explore the attitudes of views, individual behavior, and feelings of both individuals and groups. Data collection techniques in this study used qualitative research with observation, interview and documentation techniques. Data analysis is a data processing process that is useful for digging deeper into information that can be used as the main basis for decision-making to overcome problems. In this study, researchers used qualitative data analysis techniques with the Miles and Huberman model. The Miles and Huberman model is a data analysis technique that contains data collection, data reduction, and conclusion drawing collected using interviews, observation, and documentation. This research uses data validation techniques in the form of triangulation. The triangulation technique can be described as a data validity technique through the comparison of interview results with the object of research. By using data source triangulation techniques. In this case, researchers explore the truth of certain information using various data sources such as documents, archives, results from interviews and observations that will be carried out.

4. Result and Discussion

Based on the research conducted, there are differences between one source and another. This research was conducted by taking three sources consisting of two baristas and one of the management. In the interview statements conducted in a structured manner, there are significant differences between the two baristas and one of the management at *Cerita makna* Coffee and Space.

4.1. Presenting the Results

The communication carried out by the management with the baristas of *Cerita makna* Coffee and Space is interpersonal, namely a personal approach. In interviews conducted offline, researchers found several statements from the perspective of management with baristas. Interpersonal Communication has an effectiveness that can be measured from several indicators as follows;

Openness, in this case, the management of *Cerita makna* Coffee and Space believes that openness is very important. This is shown when a problem occurs with a barista, the management will immediately find a solution. Communication is done directly or online. Management accepts openness to baristas for example when baristas experience complaints related to cafe needs, management will immediately respond and fulfill these needs. In this case, the first informant who is a barista at *Cerita makna* Coffee and Space believes that there is rarely openness to management. The first informant tends to be more open with coworkers in the cafe and does not often communicate with subordinates. Meanwhile, the second informant of *Cerita makna* Coffee and Space believes that openness is the main thing. According to him, communication with management goes well and when his party gets a problem, management can find a solution for what would be good.

Empathy, the management of *Cerita makna* Coffee and Space shows empathy to baristas by paying attention to the baristas' complaints. The management also explained that they are very concerned about the mental health of the baristas. Not only that, the management is also sensitive to baristas by giving motivating sentences to work such as "The spirit for today, please come in on time" which is useful for working better and being more disciplined. Barista *Cerita makna* Coffee and Space as the first informant stated that the management is less sensitive to the needs of employees and tends to take a long time to respond to problems. Then the second interviewee felt that management was quite sensitive to the needs of their employees.

Supportive Attitude is the attitude of support carried out by management to baristas in the interview, management said that encouraging baristas who might be tired because of the many customers who come when there is an event. Management also creates a comfortable and good working environment by assisting baristas in difficulty, setting an example of mutual assistance between baristas by asking directly. In this case, baristas feel a supportive attitude just from the sentence in the form of asking about the situation when there is a problem, offering help, and providing motivation when going to work. For the second informant's statement, the attitude of support carried out by management is quite good because it provides support and encouragement to fulfill the needs of what needs to be considered for the baristas of *Cerita makna* Coffee and Space and contributes when they are affected by obstacles.

Positive Attitude, which management does in this case, is to give awards to baristas if they come on time for a week in a row and provide opportunities for baristas to share stories about obstacles

while working and provide effective solutions. The first informant expressed his opinion that management also helps when there are many orders and gives awards as a form of appreciating disciplined baristas. The second informant, what management has done to baristas according to him is to invite and remind them to worship according to their respective religions and give gifts to baristas that can motivate the baristas here to work enthusiastically.

Equality, in the management of *Cerita makna* Coffee and Space, treats its baristas fairly with the example of the different backgrounds of the baristas, it can communicate something according to the background of each barista. Some can communicate firmly, some have to be slow and some are helped first so that the barista can understand their performance. In working as a barista at *Cerita makna* Coffee and Space, the first informant admitted that the management treats its baristas fairly by dividing the working hours that come in alternately so that there is no inequality between baristas. Meanwhile, according to the second informant, what *Cerita makna*'s management does is appropriate and fair when communicating with his team.

4.2. Discussion

The research shows that the lack of service quality is due to the high level of employees, especially baristas who leave *Cerita makna* Coffee and Space. This is due to the interpersonal communication of baristas towards management which has an impact on the performance of each individual. There is a discrepancy in perspective between the first informant and the second informant on the interpersonal communication of the management of *Cerita makna* Coffee and Space. This research shows that there are differences in the perceptions of one barista with another barista in interpersonal communication with management. Interviewee one believes that management cannot communicate well and tends to be insensitive in helping their employees. Meanwhile, the second informant who works in the same field believes that management can provide clear direction and communication, and management sensitivity is also felt by the second informant.

According to the management, they argue that they have implemented indicators of interpersonal communication, such as openness to employees, especially baristas. Empathize by taking the initiative to help baristas if they are in trouble. The positive attitude indicator in interpersonal communication is also shown by management in providing good motivation to baristas. The interpersonal communication indicator, namely equality, is also found in the management of meaningful stories, where management never chooses baristas who want to be helped. For management, employees, especially baristas, have their roles and functions. Therefore, there is no reason for management to discriminate against employees, including baristas. This is evidenced by the interview statement of the first informant, who thinks that management is less effective in communicating. The first informant also felt a lack of management openness to baristas but empathy, support, and positive attitudes were appropriate. Meanwhile, the second informant felt that there was effective openness starting from good communication with a supportive and positive attitude carried out by management so that he felt active at work. Interpersonal Communication from the management side, states that several indicators have been covered and carried out by his party to the baristas.

Another aspect of interpersonal communication is the openness between each individual. According to (Sarmiati, 2019) Openness is part of the success of interpersonal communication. If an individual involved in communication is willing to open up, the effect of the relationship between them can become more familiar and understand each other. This is in line with research on informant two with management who are open to each other. Thus, the relationship between informant two and management becomes more familiar and more familiar with each other.

Then from previous research by (Nurulaeni and Sofyan, 2023) entitled "Interpersonal Communication of NAMA Coffee Shop Baristas" it was found that the results of the study were the effectiveness of interpersonal communication so that consumers became satisfied with the services of baristas so that baristas would be motivated to provide the best service with interpersonal communication. This is also in line with the research conducted that barista performance will be good along with interpersonal communication with quality management.

Meanwhile, the research, (Galih Adi Santoso, 2021) entitled "Barista Interpersonal Communication with Consumers in Services at Niti Samasta Coffeeshop" reveals how the communication process is carried out by baristas with consumers to create an effective and

comfortable communication climate for customers. The link with this research is that interpersonal communication can foster the effectiveness of baristas in work performance so that the services performed can be implemented properly. The difference in this study is from previous research when communicating with consumers there is no distance or limitations in communication. Whereas if communicating with management there is distance or limitations due to the structure in a company between superiors and subordinates.

5. Conclusion

In the study, it can be concluded that a lack of service quality can be caused by the high rate of baristas leaving *Cerita makna* Coffee and Space. There is a link between interpersonal communication between baristas and management which has an impact on the performance of each individual. This phenomenon shows that good interpersonal communication between baristas and management can foster motivation from each individual so that good interpersonal communication will have an impact on achieving optimal work performance.

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