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PANDEMIC COVID-19 DOES NOT ACCORD BARISTA SPIRIT

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ABSTRACT

This study aims to determine how much the recruitment process and employee motivation affect employee turnover, where the employees referred to in this study are baristas who have left their jobs from coffee shops in Bandung. Coffee shops that are the object of this research have been determined, because they are based on the high turnover rate of their employees, especially baristas who have worked before. This research uses descriptive and verification methods, with the number of respondents of 37 baristas who have been known through the results of this research observation and using a research instrument in the form of a questionnaire. The method of analysis in this research is using Multiple Regression Test with SPSS 20.0 Program. The results of this study indicate that the level of influence of the recruitment process and barista motivation in influencing the turn over of baristas who work in Bandung City Coffee shops together has a strong level of influence.

INTRODUCTION

Coffee is a type of beverage that is generally served hot or warm for consumption by the general public. As reported by marketeers.com in June 2019, stated that the coffee dish, which has been known from the Dutch colonial era of Indonesia, is now becoming a trend in West Java Province in particular. The current governor, RidwanKamil, explained that coffee investment is one of the potential investment commodities for investors who want to start their business in West Java Province, where the City of Bandung in particular has become one of the pioneers of the trend of drinking coffee which is currently in vogue and growing from 2016 till now.

The warmth of the development of coffee drinking trends in the city of Bandung illustrates the trend of the Coffee Shop business in Bandung which is

growing rapidly. Geographical Location of Bandung City which is surrounded by mountains, where the city of Bandung is $\pm 768\text{m}$ altitude and with the highest point in the North Bandung area at an altitude of $\pm 1,050\text{m}$ above sea level which causes the air to be quite cold every night. The air condition is quite cold, supporting the people of Bandung City to have a trend of drinking coffee which is now growing rapidly along with the growth of coffee shops in Bandung. The growth of new coffee shops in Bandung can be seen in the number and percentage of growth in the following table.

Table 1 Coffee Shop Growth in Bandung

Year	Coffee Shops Quantities	Growth Presentate
2016	97	
2017	111	12,61%
2018	129	13,95%
2019	151	14,57%

Source: Researcher Observation Results, November 2020

The table above shows that the development of coffee shops is increasing every year to reach 14.57% in 2019. This shows that market demand for coffee needs is increasing every year, as reported by the Bandung City Government which stated at the Coffee Conference activities. West Java, 18 November 2019, that the level of coffee consumption in Bandung City reaches an average increase of up to $\pm 90,000$ tons / year. This information strengthens entrepreneurs to choose to open coffee shops with various business scales, starting with Micro, Small and Medium Enterprises to large scale coffee shops.

The mushrooming of new coffee shops in the city of Bandung is increasing rapidly based on the data in Table 1. which has been disclosed above, urging these Coffee Shop business activists to recruit impromptu baristas to become mixers in their coffee shops. Such activities as mentioned by Hollenbeck et al. (2013) the recruitment process is any practice or activity carried out by the organization to identify and attract potential employees. But what happens in the field, there are a lot of sudden baristas who lack the potential skills to be recruited by these coffee shop entrepreneurs in Bandung. This indirectly has an impact on coffee shops in the city of Bandung, which have opened a coffee shop for a long time, experiencing high employee turnover.

The employees of the coffee shops who have been running the business for a long time, try new luck by opening their own coffee shops or moving to other new coffee shops. These old employees had potential experience in making coffee, but now they have to be replaced by new coffee employees who lack the potential for making coffee. These new employees should have high work motivation, because of the environment and new jobs that are being carried out. As expressed by Mathis and Jackson (2014), it is stated that motivation is a driving force that leads to goals, and it rarely appears in vain.

In fact, the turnover rate at some coffee shops is increasing and is sustainable, with the coffee shop on Jl. Temple Number 26 Bandung, namely Kelenteng Coffee, then ICB Bandung Coffee Shop on Jl. JendSudirman Number 546 A6 Bandung, Kozi Lab Coffee Shop at Jl. Gudang Selatan Number 22 Bandung, Kedai Pallets Coffee on Jl. Taman Cihapit Number 7 Bandung, Lacamera Coffee on Jl. Naripan Number 79 Bandung, Bara Coffee Shop on Jl. Cibadak No. 237 Bandung and Kedai Sunny Side Coffee which is located on Jl. Purwakarta Number 66 Bandung shows the baristas with a fairly high turnover. These coffee shops become the object of research by researchers this is because these coffee shops experience a fairly high employee turnover rate, especially among baristas. The number of Barista needs at these coffee shops is not much, but experiences a high employee turnover rate. Following are the needs of each coffee shop that is the object of research by the researcher according to observations that have been made previously by the researcher during visits and short interviews at the coffee shops.

Table 2 Observations Results from Coffee Shops

No.	Coffee Shops Named	Address	Quantities	
			Owners	Barista
1.	Kopi Kelenteng	Jl. Kelenteng Nomor 26 Bandung	1	5
2.	ICB Bandung	Jl. JendSudirman Nomor 546 A6 Bandung	1	5
3.	Pallets Coffee	Jl. Taman Cihapit Nomor 7 Bandung	1	6
4.	Lacamera Coffee	Jl. Naripan Nomor 79 Bandung	1	5
5.	Kozi Lab	Jl. Gudangselatan Nomor 22 Bandung	1	5
6.	Kedai Kopi Bara	Jl. Cibadak Nomor 237 Bandung	1	5
7.	Sunny Side Coffee	Jl. Purwakarta Nomor 66 Bandung	1	6
Total Kebutuhan Barista				37

Source: Researcher Observation Results, November 2020

The table above shows that the average need for each coffee shop is 5 baristas, where each coffee shop often experiences employee changes, especially baristas in the period from the beginning of 2020, namely March to the present (November 2020). According to Polii (2015) reveals that the turnover intention that occurs in individuals within the organization describes the individual's feelings of leaving, looking for work elsewhere and the desire of individuals to leave their jobs. However, in this case the individuals indirectly indicated that they had only moved places, and did not leave their job as a Barista.

There is a strong suspicion that the increasing turnover of baristas is based on the lack of consumer visits to coffee shops due to the impact of the PSBB (Large-Scale Social Restriction) Government Program on the Covid-19 Pandemic. But from another point of view, there is increasing demand for coffees made by coffee shops. One of the increases shown by the trend in demand for coffee during the Covid-19 Pandemic was coffee measuring 1 liter. Big Coffee Shops and Small Coffee Shops, offering Instant Coffee products with a size of 1 liter, where the Coffee Shops are a little confused about offering these products because their baristas choose to leave their jobs at certain coffee shops. Therefore, coffee shops are looking for baristas to be re-recruited as employees to be able to meet consumer demands during the current Covid-19 Pandemic.

The data and information above shows that there is a gap between the employee recruitment process and the work motivation of employees in determining the employee turnover rate at coffee shops in Bandung. The gap is contradicting the reality and conditions of the recruitment process as well as the work motivation of employees in coffee shops with the theories that have been expressed by previous experts.

LITERATURE REVIEW

Employees recruitment process

Recruitment is one of the most important activities in human resource management, because it is the beginning of activities to get the right employees to fill vacant positions. Below is the definition of recruitment put forward by experts, namely according to Noe et al.(2010) recruitment is any practice or activity carried out by an organization to identify and attract potential employees.

Mangkunegara (2009) in his book entitled company human resource management that recruitment or withdrawal is a process or action taken by a company to get additional employees through stages that include identification and evaluation of sources of employee withdrawal, determining employee needs, required by the company, the selection process, placement and orientation of employees. Sihotang (2017) states that recruitment is a process of finding, finding, and attracting job applicants with the motivation, skills, and knowledge of human resources needed by the organization. Rachmawati (2018) in her book entitled human resource management states that recruitment is a series of activities to find and attract job applicants with the motivation, abilities, expertise and knowledge needed to cover the deficiencies identified in employment planning. From the definition above, it can be concluded that recruitment is the process of finding, finding, and attracting prospective employees to be employed in and by the organization.

In recruiting employees, it is necessary to pay attention to several recruitment requirements. The recruitment requirements according to Zaenudin (2019) include:

1. The establishment of a new organization.
2. There is an expansion (expansion) of organizational activities.
3. The creation of new jobs and activities.
4. There are workers who have moved to other organizations.
5. There are workers who quit, either with respect or disrespect as a punitive action.
6. There are workers who quit due to entering retirement age, and
7. There are workers who have died.

Another element of the recruitment strategy within an organization is the decision where to find potential applicants. Labor recruitment can be done in two ways, namely from internal and external to the company.

Internal sources

According to Hasibuan (2010), internal sources are employees who will fill the vacant job vacancies taken from within the company, namely by transferring or moving employees who meet the job specifications of the position. Internal sources include:

- a. An open offer for a position, which means open recruitment, is a system of looking for highly skilled workers to fill vacant positions by providing opportunities to all interested employees. All employees who are interested to fill the position submit a request to participate in the internal selection.
- b. Employee assistance, where this recruitment can be carried out through worker assistance for a position from another work unit (existing workers). Then after an interval of time, if the seconded worker is the right candidate, then he can be appointed to fill the vacant position.

The strengths and weaknesses of internal sources according to Rivai (2008) are as follows:

- a. Not too expensive.
- b. Can maintain loyalty and encourage greater effort
- c. Already accustomed to his own company atmosphere.

The weaknesses of internal sources are as follows:

- a. Limitation on talents.
- b. Reducing opportunities.
- c. Can increase feelings of complacency.

External sources

According to Hasibuan (2010) external sources are withdrawals made from labor sources outside the company, including from:

a. Employment placement office

It is a government-owned or private body whose task is to collect workers in all actions to be distributed to companies in need.

b. Educational institutions

Educational institutions here are formal and non-formal, for example academies, universities and so on. The reason companies choose educational institutions is because they are the best sources that have the expertise or at least are easier to educate. Companies that require new employees with certain educational requirements can contact educational institutions.

c. Employee or partner references

This source is used based on references provided by company employees, those friends or employee associates are good people to be employed in the company.

d. Trade unions

For countries that have labor unions this body is used by the company as labor. Withdrawal of labor in this way can reduce costs.

e. Pick-ups from other companies

In a newly established company, it will reduce the workforce so that it tries to obtain labor from other types that have been established for a long time. Employees who have been established from some companies, have been absent from work for a long time, some of these employees try to move to work for the newly founded company in the hope that they can improve their lot. For example, higher wages or salaries from the old company, better job security, and so on.

f. Nepotism and leasing

Giving positions to families is still often found in this recruitment model. Because of the strong family ties, they are usually more trustworthy in carrying out their duties. However, the weaknesses of the applicant are not necessarily able to show competent abilities at work. Leasing is commonly used by organizations that want to make savings in terms of human resource budgets, such as saving on pension funds, insurance, incentives, or other benefits.

g. The labor market by advertising in the mass media

How to inform the public about the company's needs for workers through media such as radio, newspapers or industry publications.

The advantages of external sources are as follows:

1. Relatively good dignity of officials
2. The possibility of bringing about a better working system
3. Provide new ideas and insights

Furthermore, the weaknesses of external sources are as follows:

- a. Old employee performance tends to decline because there are no opportunities for promotion.
- b. Big withdrawal fees due to advertising and selection.
- c. Relatively long withdrawal time.
- d. Orientation and induction must be done.
- e. Turnover is likely to increase.
- f. His behavior and loyalty are not yet known.

Employee's motivations

Motivation is a process in which Needs - Needs encourage a person to carry out a series of activities that lead to the achievement of certain goals, objectives which, if successfully achieved, will satisfy or fulfill those Needs (Munandar, 2011).

To find out more about motivation, the definitions of motivation according to management experts are put forward, which in essence have in common with one another, namely where according to Hasibuan (2017), Motivation comes from the Latin word *movore* which means encouragement or movement. Motivation in management is only aimed at human resources in general and subordinates in particular. Furthermore, according to Terry in Hasibuan (2017) which states that motivation is the desire that exists in an individual who stimulates him to take actions. Flippo in Hasibuan (2017), Motivation is a skill in directing employees and organizations to want to work successfully, so that the desires of employees and organizational goals are achieved at the same time. According to Mangkunegara (2009), motivation is based on the attitude of employees in dealing with work situations in the company. Motivation is a condition or energy that moves employees who are directed or aimed at achieving company organizational goals. The mental attitude of employees who are pro and positive about work situations is what strengthens their work motivation to achieve maximum performance. According to Gray et. al. in Winardi (2014) states that motivation is the result of a number of processes that are internal or external to an individual which causes an attitude of enthusiasm and persistence in carrying out certain activities. According to Alma (2016), motivation is the willingness to do something, while motive is a need, desire, impulse or impulse. A person's motivation depends on the strength of his motive. Motives with enormous power that will determine a person's behavior. This strong motive often diminishes when satisfaction is achieved or because of failure. Motivating is a management process to influence human behavior based on knowledge of what makes people move (Stoner & Freeman, 2015). According to the form, motivation consists of:

1. Intrinsic Motivation, namely motivation that comes from the individual.
2. Extrinsic motivation, namely motivation that comes from outside the individual.
3. Urgent Motivation, namely motivation that appears in a pinched condition and emerges simultaneously and is stomping and very fast.

At a certain time, human actions or behavior are determined by their most urgent needs, while the needs of each person first understand what the basic needs of each employee are.

Employee turn over

Turnover intention is the desire to change jobs or the desire to leave an organization in the form of quitting or moving to another organization because they do not feel comfortable and want to get a better job. Basically, the attitude of individuals who have the desire to leave an organization is a common thing. Turnover intention is the final action an individual will take to leave the organization due to the factors that encourage the individual to want to leave the organization. Tet and Meyer (2010) in Ridlo (2012) reveal the definition of intention to leave, which is the employee's intention to leave the organization deliberately and consciously from the employee to leave the organization. Turnover Intention can be defined as an employee's intention to move from an organization or leave the organization, either in the form of dismissal or resignation (Putri&Suana, 2016).

Susiani (2014) states that the level of turnover intention that occurs in organizations leads to the ultimate reality in the form of leaving employees at certain times. Susiani (2014) states that turnover intention is a feeling that arises from an individual, namely the intention to quit his job voluntarily according to his own choice. Shaw et al. (2008)(in Bramantara and Kartika, 2014) revealed that intention turnover is divided into two, namely the first voluntary turnover or quit is a decision taken by individuals to leave or leave the organization voluntarily, on the other hand, the second is involuntary turnover or dismissal is a decision by the organization to terminate the work relationship of an individual and is uncontrollable for individuals who have experienced dismissal or involuntary turnover. Jackofsky and Peter (2008)(in Bramantara and Kartika, 2014) set a limit on turnover, namely as the transfer of individuals, namely employees from their current jobs. The behavior of individuals who wish to move or leave the organization is behavior that is difficult to prevent.

The desire to move will eventually result in an individual's decision to leave their job (Sijabat, 2011). It is often seen in individual companies that at work they do not exert their abilities; this is because of the desire to move to another company (Garnita&Suana, 2014). Turnover intention that occurs within the company is a negative issue that can have an impact on the company, but if the company can handle it properly, it can be a positive issue for the company. Turnover intention can be used as an indicator of policy making by the company. From the opinion of the researchers above, it can be concluded that turnover intention is the intention of an individual to leave the organization or company because he does not feel comfortable in his organization or company and intends to find a better job.

Abelson (2006)(in Ridlo, 2012) states that the factors that cause turnover intention include:

1. Individual factors.
 - a. Age.
 - b. Education.
 - c. Skills.
 - d. Great family.
 - e. Workload.
 - f. Length of working.
 - g. Typology of self.
 - h. Copying stress.
2. Organizational factors.
 - a. Organizational policies.
 - b. Recruitment.
 - c. Rewards.
 - d. Career development.
 - e. Design work.
 - f. Work affiliation.
 - g. Supervision.
 - h. Leadership.
3. Environmental factors.
 - a. Competitor.
 - b. Geographical (distance or transportation).

The following are the dimensions of turnover intention according to Hom and Griffeth (2017):

1. Individuals think of leaving the organization.
2. Individuals want to find work in other organizations.
3. The individual wants to leave the organization.
4. Individuals wish to leave the organization in the near future.
5. Individuals want to leave the organization when there are better opportunities.

Research paradigm

The paradigm used in this research can be seen in the image below;

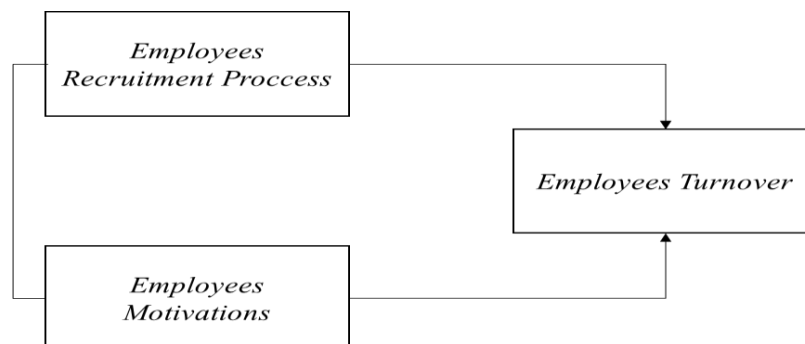


Figure 1 Research Paradigm

RESEARCH METHOD

This research was conducted at several coffee shops in the city of Bandung and used a descriptive-verification research method, where this method can explain the study of the results of the questionnaire for each variable and measure how much influence the influence between variables has been discussed in the background of the problem. Respondents in this study are known, namely Baristas who have left the coffee shops which are the object of research in the city of Bandung. Therefore, according to Sugiyono (2014) the respondents in this study had a sample of 37 respondents, by distributing the research instrument using a questionnaire. The results of hypothesis testing in this study used the regression analysis method described by Ridwan (2011) and also explained that if one of the variables was found to have no effect; it was recalculated using the simple linear regression method using SPSS 20.0. The interpretation indicators of this study are as follows;

Table 3 Interpretation of Determination Coefficient

Value of the coefficient of determination	Level of closeness
82% – 100%	Very Strong
49% – 81%	Strong
17% – 48%	Not Strong Enough
5% – 16%	Low
0% – 4%	Very Low

Resources: Sugiyono (2014)

DISCUSSION

The results of the research instrument used in this study in the form of a questionnaire, which can be analyzed to conclude the gap between the variables studied in this study. The table below represents the questionnaires distributed to respondents and the results can be shown through the results of the scores and categories that have been determined in the research method, here are the results:

Employee recruitment process

Descriptive analysis for the variable employee recruitment process can be stated as follows.

Table 4 Employees Recruitment Process

No.	Questions	Score	Category
1.	How much do you need Coffee Shops for Baristas during the Covid-19 Pandemic	138	Need

2.	How appropriate is the coffee shop recruitment process with the rules that were in effect at the time of the Covid-19 Pandemic	135	Fit
3.	How thorough was the administrative collection process carried out by Coffee Shops during the Covid-19 Pandemic	105	Not Careful
4.	How appropriate is the timeliness in the recruitment process carried out by coffee shops during the Covid-19 Pandemic	99	Less Precise
5.	How appropriate are the stages in the recruitment process carried out by coffee shops during the Covid-19 Pandemic	149	Fit
Score Average		125	Less Precise

Resources: Questionnaire Results, 2020

The descriptive analysis of the results of the questionnaire is as follows:

1. Coffee shops in Bandung need reliable baristas to be able to work under pressure, that is, under pressure in the current Covid-19 Pandemic situation. This need is realized that there is an increase in consumer demand for shopping online or through social media for manual coffees from coffee shops in Bandung.
2. The suitability of the recruitment of baristas during the current Covid-19 Pandemic is the same as the employee recruitment regulations before the Covid-19 Pandemic hit. This suitability is coupled with health checks for prospective baristas who work at coffee shops in Bandung City, this is to prevent the transmission of the Covid-19 virus which is currently hitting Bandung.
3. Lack of accuracy in examining documents on the results of employee recruitment as a barista for coffee shops in Bandung because the Covid-19 pandemic is hitting, therefore the document examination is focused only on the results of the Covid-19 free health test and other requirements are not too concerned by the owner of coffee shops in Bandung.
4. The timing is not right to recruit employees, especially Baristas, to work in Bandung City Coffee Shops. It can be concluded in this study; this is because there are still many concerns about the spread of the Covid-19 virus that is currently hitting.

5. The process of recruiting employees, especially baristas, to be able to work in Bandung City Coffee Shops is appropriate, this follows the recommendations of the Regional Government to continue to increase awareness about the spread of the Covid-19 virus. However, coffee shop owners do not miss the skills and expertise of prospective baristas to make coffee.

Employee motivation

Descriptive analysis for employee motivation variables can be stated as follows.

Table 5 Employees Motivations

No.	Questions	Score	Category
1.	How much is according to the salary / compensation provided by the Coffee Shops for Barista during the Covid-19 Pandemic	120	Not quite right
2.	How supportive are the conditions of Coffee Shops with the Covid-19 Pandemic conditions to work	118	Less Support
3.	How proud to be a Barista at a Coffee Shop during the Covid-19 Pandemic	139	Proud
4.	How freely can Baristas show creativity in concocting coffee in coffee shops during the Covid-19 Pandemic?	136	Free
5.	How much appreciate the results of product innovation made by Barista by Coffee Shops during the Covid-19 Pandemic	132	Appreciate
Score Average		129	Motivated

Resources: Questionnaire Results, 2020

The descriptive analysis of the results of the questionnaire is as follows;

1. The salaries and compensation received by employees, especially baristas who work in coffee shops, are not suitable; this is due to the conditions of the Covid-19 Pandemic which forced many similar employers to provide salaries and compensation that were less than optimal.
2. Conditions that are not very supportive for employees, especially baristas, to work in the coffee shops in Bandung, this is due to the worrying atmosphere about Covid-19 and government regulations regarding the prohibition of restaurants, shops, etc. To limit its operational time.
3. The dominance of employees, especially baristas who work in coffee shops, are baristas who pursue their profession in a self-taught way. On another point of view, apart from being a part of the job, these baristas are already part of their way of life.

4. Baristas who worked in the Covid-19 Pandemic situation have made it free for these baristas to show their creativity by mixing and providing innovations for these baristas to find the latest products from their processed coffee.

5. The products produced by these baristas make the characteristics of each Coffee Shop respectively, in other words the barista's concoctions have been recognized and given an award by the Coffee Shop where the barista works.

Employee turn over

Descriptive analysis for employee Turn Over variables can be stated as follows;

Table 6 Employees Turn Over

No.	Questions	Score	Category
1.	How much do Baristas want to open their own Coffee Shop during the Covid-19 Pandemic?	139	Want
2.	How often do Baristas look for Coffee Shops that have greater opportunities	129	Often
3.	How strategic is the location where the Barista works at the Coffee Shop	138	Strategic
4.	How many competitors are the Coffee Shop where Barista works at the moment	120	Not much
5.	How big is the career development opportunity for Barista at the Coffee Shop today	107	Less Chance
Score Average		127	Stand Still

Resources: Questionnaire Results, 2020

The descriptive analysis of the results of the questionnaire is as follows:

1. The baristas want to open their own Coffee Shop which they will manage, but this is only a wish that many have not yet achieved. It is known that when these baristas leave their jobs as baristas in coffee shops, they have many limitations when managing their own coffee shops.

2. The baristas have their own community within the barista environment in Bandung. Information about better job opportunities and opportunities is easily obtained by these baristas. Therefore, baristas often find out about job opportunities as a better barista than the Coffee Shop that he is currently working on.

3. The baristas work with strategic work locations, where this can be a consideration for these baristas in discouraging them from leaving their job as a barista at a coffee shop that they are currently working on.

4. Lack of Coffee Shop competitors due to the closure of Coffee Shops in Bandung City due to operating restrictions and restrictions on opening hours of services at restaurants, shops, etc. During the Covid-19 Pandemic.

5. Lack of opportunities in the career path of a barista at a coffee shop is a stigma for baristas who only pursue their work without innovation. These baristas can be encouraged to reach a certain career point if they find a unique coffee product that can improve their coffee shop.

Statistical testing results

The results of this study can be concluded from how much influence the variables of the Recruitment Process and Motivation in determining Turn Over Barista in Bandung City Coffee Shops, where the analysis of the hypothesis testing below uses regression analysis. A correlation coefficient must have a significant (significant) value, to give meaning to existing correlations, it is necessary to test a hypothesis to test whether there is a relationship or influence between these variables, so it can be seen from the test results as follows:

Table 7. Model ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	198.229	2	99.115	16.411	.000 ^b
	Residual	205.338	34	6.039		
	Total	403.568	36			
a. Dependent Variable: Turn_Over						
b. Predictors: (Constant), Motivations, Recruitments						

Resources: Questionnaire Results, 2020

Based on the table above, the calculated F_{value} is 16,411, meanwhile, the criteria for rejection of H_0 , if: F_{count} is greater than F_{table} or $F_0 > F_{\alpha, n-1}$, by taking a significance level (α) of 5%, then from the distribution table F obtained by the value of $F_{\text{table}} = 3.25$. Because 16,411 is greater than 3.25 and sig F is 0,000, H_0 is rejected. This means that the results of the table above can explain that the recruitment process and motivation can affect the turnover of baristas who work in coffee shops in Bandung.

Correlation coefficient testing

Meanwhile, if a hypothesis is tested through the t test, the results of the t test can be seen in the following table:

Table 8. Coefficients

Model	Unstandardized	Standardized	t	Sig.
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		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	3.840	2.426		1.583	.123
	Recruitments	.513	.149	.452	3.442	.002
	Motivations	.290	.097	.395	3.004	.005

Resources: Questionnaire Results, 2020

$H_0 : P_Y (X_1) \leq t_{\text{table}}$

$H_1 : P_Y (X_2) > t_{\text{table}}$

From calculated above, we've got:

$t_{\text{hit}} = P_{YX_1} = 3.442$; $t_{\text{table}} = 1,687$; $t_{\text{hit}} > t_{\text{table}}$; H_0 rejected

$t_{\text{hit}} = P_{YX_2} = 3.004$; $t_{\text{table}} = 1,687$; $t_{\text{hit}} > t_{\text{table}}$; H_0 rejected

H_0 rejection criteria for t test if: t count is greater than t_{table} or $t_0 > t_{\alpha, n-1}$. From the table above, the t_{count} value is 3.442. By taking the α significance level of 5 percent, then the value of $t_{\text{table}} = 1.687$. Therefore, t_{count} is greater than t_{table} , then rejecting the hypothesis H_0 or in other words, the recruitment process and motivation can significantly influence the turnover of Baristas who work in coffee shops in Bandung.

Correlations analysis

This correlation analysis is used to determine the recruitment process and motivation can affect the turnover of baristas who work in coffee shops in Bandung. Following are the results of the correlation test of the processed questionnaire results in the SPSS 20.0 Program.

Table 9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.701 ^a	.491	.461	2.45751
a. Predictors: (Constant), Motivations, Recruitments				
b. Dependent Variable: Turn_Over				

Resources: Questionnaire Results, 2020

From the table above, it can also be seen that the regression coefficient for each variable. The amount of the regression coefficient for each variable is shown in the table below:

Table10. Multiple Coefficient Magnitude

Constanta	3,840
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Parsial Impact	$PYX_1 = 0,452$
	$PYX_2 = 0,395$
Simultaneous Impact	$R^2Y (X_1, X_2) = 0,491$
Residu Impact	$PY_e = 0,509$

The regression table above shows that:

1. The constant is 3,840
2. The direct effect of the recruitment process variable partially / individually on employee turnover is 0.452 or can be explained by a percentage of 45.2%
3. The direct effect of motivation variables partially / individually on employee turnover is 0.395 or can be explained by a percentage of 39.5%
4. The direct effect of the two variables simultaneously is 0.491 or 49.1%. This shows that these two variables have a strong influence on employee turnover.
5. The effect of the residual variable (e) on the employee turnover variable is 0.519. This shows that the turnover of Barista employees who work at coffee shops in Bandung can be influenced by other variables by 50.9%.

From the table described above, the regression equation is as follows:

$$Y = 3,840 + 0,452 X_1 + 0,395 X_2$$

Information:

X_1 = Recruitment Employees Process

X_2 = Employees Motivations

Y = Employees Turnover

To find the results of calculating the effect of each variable, either directly or indirectly, it can be seen from the picture and the calculation results as follows:

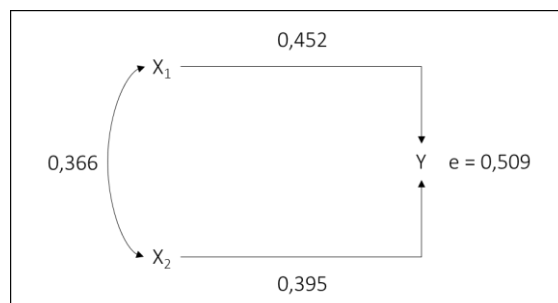


Figure 2 Structural Equations

To analyze the effect of promotional variables and price on the purchasing decision process based on the results obtained above, the researchers used the table below to facilitate the analysis.

Table 11 Variable Impacts

Variable	Coefficients	Impact		Total
		Direct	Indirect	
Recruitment Employees Process	0,452	20,4%	6,5%	26,9%
Employees Motivations	0,395	15,7%	6,5%	22,2%
Total				49,1%
Residu				50,9%

CONCLUSION

The conclusions in this study can be described as follows:

1. The need for baristas as coffee mixers in coffee shops in the city of Bandung is getting bigger, this is because the coffee product innovations that are produced have a positive impact and a sense of satisfaction by coffee-loving consumers. The recruitment process carried out by coffee shops in the city of Bandung is in accordance with the recruitment process for employees in general, but at this time, the results of the medical tests were confirmed, which made these documents the main documents and caused other documents not to be prioritized as candidates or new employees. The conditions that were being hit by the Covid-19 Pandemic made the recruitment process less precise, even though it was carried out in stages that prioritized Government regulations regarding Health Protocols in the Pandemic Period.
2. Baristas who work at coffee shops in the city of Bandung can be given information that they receive inappropriate salaries or compensation, but this does not dampen the enthusiasm of these baristas to innovate to mix coffee by producing new coffee products. With a work environment that does not allow them to carry out normal activities, these baristas are still given the freedom to mix coffee which has become the pride of their current profession even during the Covid-19 Pandemic.
3. As a barista, of course, you have the desire to open a coffee shop that can be managed independently. Information about better job opportunities is often shared with the barista community, and from another point of view it can be argued that many coffee shops are strategically located and easily accessible to consumers. During the Covid-19 Pandemic, it was known that there were restrictions on operating hours for restaurants, shops, etc., therefore many competitors have died prematurely. The conditions during the Covid-19 Pandemic for baristas currently do not have a clear career path, but they still remain as a barista profession.
4. The level of influence of the barista recruitment process in influencing the turn over of baristas who work in Bandung City Coffee shops has a less strong level of influence.

5. The level of influence of barista motivation in influencing the turn over of baristas who work in Bandung City coffee shops has a less strong level of influence.

6. The level of influence of the recruitment process and barista motivation in influencing the turnover of baristas who work in Bandung City Coffee Shops together has a strong level of influence.

SUGGESTIONS

Suggestions that can be given from the results of this study can be described as follows:

1. Coffee shops in Bandung City continue to prioritize and prioritize all components of the requirements for prospective employees, especially for baristas. During the Covid-19 Pandemic, human resources could be used from the results of a selective and thorough recruitment process.

2. During the Covid-19 Pandemic, it was not the right time for Bandung City Coffee Shops to recruit employees; however the owners of Bandung City Coffee Shops can retain their employees including the baristas they have to the maximum.

3. The economic crisis caused by the Covid-19 Pandemic, made the salary provision reduced to be given to baristas who survived to continue working in the coffee shops in Bandung. Shop owners can provide compensation in the form of use of office facilities which are expected to be a substitute for reduced wages, and are also useful for generating creativity in making coffee during the Covid-19 Pandemic.

4. The conditions that are not very supportive for carrying out activities in the shop make the work that will be done for the baristas less optimal. The owner and all employee components in the store must continue to coordinate with the local government to be able to facilitate and expedite the activities and activities that will be carried out in the store.

5. The desire of baristas to open their own shops was obtained from the results of this study, but during the Covid-19 Pandemic it will be difficult to realize. The Bandung City Coffee Shops designed a program for its employees to innovate goods made from coffee to be sold online.

6. Barista curiosity about better job opportunities as a barista can be taken advantage of by shop owners. The use of information can be done by making this information a form and effort to develop a business during the Covid-19 Pandemic.

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