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From Work Engagement to Intrapreneurial Initiative? A Comparative Look at Supervisory Baristas in a Franchise versus an Independent Coffee Shop

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Abstract

This exploratory qualitative study aims to examine how supervisory or managerial baristas experience work engagement, perceive job resources and organizational conditions, and describe proactive initiatives across two coffee-shop cases in Surabaya, Indonesia: a franchise coffee shop and an independent, non-franchise coffee shop. The Job Demands-Resources (JD-R) model provides the primary theoretical lens. Intrapreneurial initiative is treated as conceptually distinct from work engagement and refers to self-initiated, organization-directed efforts to improve products, services, or business practices within an existing venture. Four supervisory or managerial baristas participated, two from each case. Data were generated through semi-structured interviews and contextual workplace observation and analyzed using a hybrid thematic method that combined JD-R-informed sensitizing concepts with inductive coding of unanticipated patterns. Five themes were developed: learning opportunities and job resources; appreciation and emotional strain; supportive leadership and role expansion; cross-case differences in structure and discretion; and proactive initiative beyond routine role requirements. The results show that the franchise setting provided clearer structure, career pathways, and operational predictability. In contrast, the independent setting enabled closer owner relationships and greater discretion for experimentation. Participants also reported initiatives including promotions, delivery services, and menu development. These findings do not establish a new construct or generalize across franchise and independent coffee shops. Rather, they suggest an exploratory pathway through which job resources and engagement may coincide with intrapreneurial initiative among supervisory frontline employees in small service ventures.

Keywords: coffee shop ventures, intrapreneurship, Job Demands-Resources model, supervisory baristas, work engagement

INTRODUCTION

Indonesia's coffee sector provides a useful setting for examining employee engagement in entrepreneurial service ventures. Indonesia remained among the world's largest coffee-producing countries in 2022/2023 (Databoks, 2023), and domestic coffee consumption expanded alongside growth in café-based consumption (Dataindonesia.id, 2022). In East Java, Surabaya is an important urban market for food-and-beverage businesses and coffee-shop development (Badan Pusat Statistik Jawa Timur, 2021). This expansion has created many customer-facing jobs in which service quality, operational consistency, and customer relationships depend on frontline employees. It also has created dif-

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ferent organizational settings for those employees: some work in franchise ventures that reproduce an established brand and operating system, whereas some work in independent coffee shops whose owners develop routines, culture, and market positioning more locally (Watson et al., 2024).

Baristas have a key role in these businesses since their responsibilities include preparing drinks, dealing with customers, looking after the equipment, solving problems, and in some cases also involve supervisory tasks. Their contribution therefore extends well beyond the technical side of making coffee to encompass the day-to-day delivery of the service experience. Earlier research carried out in Indonesia had highlighted the importance of human- resource conditions for organizational outcomes (Muda et al., 2014). The present study has focused on work engagement in employment settings outside of large corporations, for example among honorary teachers (Ufaira et al., 2021). The first study was also shaped by broader concerns about the quality of human resources in Indonesian organizations (Yuniantari, 2021). Yet the coffee-shop environment is unique in that the small number of staff results in front-line employees having close contact with customers, owners, and operational decisions.

Work engagement provides a clear psychological perspective through which to view these experiences. According to Kahn (1990), personal engagement involves putting oneself into the work role. Schaufeli et al. (2006) defined work engagement as a positive state related to work, marked by vigor, dedication, and absorption. In this study, the meaning of work engagement remains the one that has been established. It is not redefined as meaning entrepreneurship, innovation, or proactive behaviour. This point is important since it is possible for an employee to be energetic and dedicated without necessarily bringing about business changes, just as it is possible for an employee to from time to time propose an improvement without demonstrating sustained engagement.

The study applies the Job Demands-Resources (JD-R) model as its main theoretical framework. This model classifies work conditions generally into job demands, which involve ongoing effort and can cause strain, and job resources, which help in achieving goals, learning, staying motivated, and coping (Bakker & Demerouti, 2007). Further developments of the JD-R theory highlight the motivational function of resources such as autonomy, feedback, social support, role clarity, and opportunities for development in maintaining engagement (Bakker & Demerouti, 2017; Bakker et al., 2023). Research in psychosocial aspects of work also shows that social support, role quality, and organizational resources are linked to more positive work experiences, and that trust and perceived organizational support can enhance engagement (Burr et al., 2019; Tabak & Hendy, 2016). For baristas, these resources may be particularly important since the nature of customer-facing service work includes technical, social, and emotional demands.

It is relevant to compare franchise and independent coffee shops not since it can be assumed that either type of organizational structure leads to a certain level of engagement, but because the two kinds of businesses may arrange their resources and discretion in different ways. Franchise operations generally rely on a transferred business model, brand, and standardized procedures, while independent businesses are usually set up directly by the founders and local managers (Watson et al., 2024). Standardization can lead to clearer roles and greater

predictability, while local discretion enables autonomy and experimentation. Self- determination theory also regards autonomy as a key condition for intrinsic motivation, even though autonomy is only one element within a wider work system (Deci & Ryan, 2000). Thus, the current study regards franchise status as a contextual characteristic of the two particular cases rather than as a cause for or a foundation of generalizations about a population.

Intrapreneurship refers to proactive, innovative action within an organization to create or enhance organizational value, rather than setting up an independent business (Gawke et al., 2017). The research has shown a connection between employee engagement and both creativity and an intrapreneurial orientation, indicating that when the conditions within an organization are conducive to such behaviour, engaged employees may be more inclined to offer ideas and take on initiatives (Kang et al., 2021). Nevertheless, work engagement and intrapreneurship are not the same thing. Rather than proposing a new validated construct, this study uses "entrepreneurial work engagement" purely to describe situations where engaged service employees display business-oriented initiative. Similarly, not all extra-role activities are regarded as intrapreneurship. For example, activities related to professional development, such as taking part in a barista competition, may help to improve one's skills or increase visibility, but are not intrapreneurial in themselves unless they include organization-directed innovation or change.

The research gap is therefore more precise than the basic observation that few studies concentrate on baristas. While existing engagement research explains how resources influence motivational states and intrapreneurship research shows how employees can initiate value-creating change, it is less clear in the case of small customer-facing businesses how supervisory frontline employees themselves describe the relationship between job resources, engagement, and business-oriented initiative, and how the immediate organizational context affects those descriptions. Comparing a franchise and an independent business offers a clear qualitative way to examine this question without assuming the two organizations cover all possible cases of their kind. Since entrepreneurship research also indicates that autonomy and meaning can contribute to healthy work engagement among entrepreneurs themselves (Obschonka et al., 2023), it is useful to investigate whether similar resource-related dynamics are on display among employees who work near the operational heart of small businesses.

As a result, this study includes three research questions: How do the supervisory and managerial baristas in the two coffee-shop cases experience work engagement? How do they see job resources and the organizational conditions as influencing these experiences? In what instances—if at all—do engaged supervisory and managerial baristas talk about taking proactive or intrapreneurial initiatives in their work environments? The main contribution of the study is an exploratory and case-specific description of how JD-R-relevant resources and work engagement are experienced together with employee initiative in the two different coffee-shop settings. Instead of extending JD-R theory or introducing a new construct, the study puts forward a careful empirical proposition which can be tested in larger and more diverse samples.

METHOD

The study employed an exploratory comparative multiple-case design to look at work

engagement and proactive initiative in two defined organizational settings: a franchise coffee shop and an independent, non-franchise coffee shop in Surabaya, East Java, Indonesia. A qualitative approach was chosen since the research questions relate to how employees understand their working conditions, engagement, and initiative in the context described (Creswell & Poth, 2018). The two organizations were regarded as separate cases and were then compared after having been interpreted individually, in accordance with the case-study approach which stresses the connection between a phenomenon and its actual setting (Yin, 2018). The unit of analysis was the work experience of supervisory/managerial baristas in these two cases, not the entire franchise or independent coffee-shop workforce.

The participants were four baristas who had supervisory or managerial duties: two from a franchise coffee shop and two from a non-franchise coffee shop. These individuals were chosen since they had adequate experience and knowledge of the daily work processes, the roles of employees, the work culture, and the organizational practices in their coffee shops. The criteria for selecting informants were as follows: (1) currently working as a barista with supervisory or managerial duties; (2) employed at one of the two coffee shops that were selected; (3) have direct experience in preparing beverages, providing customer service, and carrying out daily operations; (4) have worked at the coffee shop in question for at least one year; and (5) have agreed to take part voluntarily. The study excluded individuals who were not directly engaged in barista duties, had only very limited work experience, or were unwilling to consent.

To maintain consistent anonymity, the participants are referred to as P1 to P4. P1 and P2 were part of the franchise case, whereas P3 and P4 were in the independent case (Table 1). All four of the interviews were incorporated into the coding and the development of the themes. Verbatim quotations from P1 and P3 are used since these were the illustrative extracts kept in the original analytic narrative. However, P2 and P4 still played a role in the case-level coding and in the review of the themes. The analysis does not regard the number of participants who were quoted as indicating that their views were more common or more significant.

The participants were chosen on a purposive basis since the study needed people who had detailed knowledge of barista work, includ-

Table 1 Participant and Case Characteristics

Code	Case	Business context	Role scope	Eligibility / data contribution
P1	F	Franchise coffee shop	Supervisory/managerial barista	≥1 year; interview + contextual observation; quoted in Results
P2	F	Franchise coffee shop	Supervisory/managerial barista	≥1 year; interview + contextual observation; included in coding/theme review
P3	N	Independent coffee shop	Supervisory/managerial barista	≥1 year; interview + contextual observation; quoted in Results
P4	N	Independent coffee shop	Supervisory/managerial barista	≥1 year; interview + contextual observation; included in coding/theme review

Note: F = franchise case; N = independent/non-franchise case. The table reports only characteristics supported by the study record.

ing aspects such as supervision, the workplace culture, and the operational practices. It is suitable to use purposive sampling when individuals are selected because of their relevance to a particular qualitative question rather than for the purpose of ensuring statistical representativeness (Palinkas et al., 2015; Patton, 2015). Prior the data collection, the participants were given a clear explanation of the aim of the study, the procedures, the possible risks, the arrangements concerning confidentiality, and the fact that taking part was voluntary. Verbal informed consent was obtained before the interviews. Participants had the right to leave the study at any time, no financial remuneration was given, and any identifying information was omitted from the manuscript. These procedures conformed to the ethical research guidelines of the institution and the transparency principles outlined in the qualitative reporting standards (Levitt et al., 2018).

The data were obtained from semi-structured interviews, field notes, audio recordings (with the participants' consent), and observations of the workplace. The interview guide addressed issues such as daily work experiences, the resources and demands that were perceived, the work environment, compensation, organizational culture, motivation, career aspirations, leadership, and the reasons for staying in the workplace. Observation was employed as a means of contextual triangulation rather than as a direct indication of psychological engagement. The behavioural checklist was used to organize the field notes relating to observable task involvement, interaction, and role performance in the work setting; it was not applied to deduce vigor, dedication, or absorption simply from behaviour. The interview accounts stayed as the main source of participants' subjective experience of engagement. The field notes provided context for these accounts and allowed the reported experiences to be compared with the observable routines in the workplace. The use of several different data sources can enhance the qualitative credibility of the findings when the sources are regarded as complementary rather than interchangeable (Lincoln & Guba, 1985; Nowell et al., 2017; Creswell & Poth, 2018).

Data analysis was conducted using an integrated thematic approach. The analysis was not carried out in a purely deductive manner nor was it entirely inductive. In a deductive approach, the study employed the concepts of work engagement and JD-R as sensitizing ideas, and the interview guide had already prompted attention to various areas including the work environment, organizational culture, salary, motivation, support, and career development. Inductively, the researcher kept an open mind to any patterns that had not been specified in advance; the most significant pattern that emerged was a set of proactive business-oriented initiatives which were later understood in the context of intrapreneurship. The fact that a hybrid approach had been used was made clear to prevent the coding from appearing as if it were completely data-driven.

The analysis was carried out in six phases (Braun & Clarke, 2006). First, the researcher repeatedly the interview transcripts and field notes to achieve a thorough grasp of each case. Second, initial codes were assigned to the parts of the material that were significant with respect to job resources, job demands, recognition, learning, leadership, role clarity, workplace relationships, autonomy, and proactive action. Third, similar codes were combined into candidate themes. Fourth, the candidate themes were examined considering the coded passages and the entire data set, both within each indi-

vidual case and then when comparing the two cases. Fifth, the themes were defined and given names to highlight the common experiences and to show the differences due to the context. Sixth, relevant data extracts were selected and organized into a thematic narrative aligned with the research questions. To ensure analytical rigor, the team maintained reflexive notes on theme development and validated their findings through interviews and observations. Credibility, dependability, confirmability, and transferability were the criteria used to ensure trustworthiness (Lincoln & Guba, 1985; Nowell et al., 2017).

RESULTS AND DISCUSSION

The thematic analysis revealed five themes: (1) learning opportunities and job resources as sources of engagement; (2) appreciation, respect, and emotional challenges; (3) supportive leadership and role expansion; (4) the differences between the two cases in terms of structure and discretion; and (5) proactive initiative that goes beyond the routine role requirements. Rather than seeing the themes as general characteristics common to both franchise and independent coffee shops, they are presented as patterns that have emerged from the two cases. The quotations are referred to by means of the P1 to P4 codes.

Theme 1: Learning Opportunities and Job Resources as Sources of Work Engagement

In the franchise case, P1 said that the opportunity to learn was a major factor in keeping motivation high. The participants described not only preparing beverages but also troubleshooting technical issues, managing inventory, cashiering, and handling managerial responsibilities. This wide range of learning made the job personally significant and gave a feeling of progressing in the role.

> *"I always feel motivated here because I can learn a lot. As a barista, I'm not just learning how to make coffee, but also other things. For example, if there's a broken machine or an electrical issue in the store, I get to learn how to fix it, like a technician, and solve problems if they happen again in the future. That's something I really enjoy, and it's one of the reasons I've stayed for a long time, because I'm not only learning about being a barista behind the bar, but also about management, inventory, cashier duties, and more."*

The same participant linked learning with open communication, managerial access, and the opportunity to take part in a difficult operating period. This example shows that the sense of receiving support was not just about comfort but meant that people were given the permission to become more involved in the way the shop handled operational problems.

> *"Because I have personal goals, I feel that here I can learn many things, not only about coffee, but also about management. I am given the facilities and opportunities to learn, and communication is very open, from supervisors to staff. For example, during the Covid period, the managers stepped in directly, and I saw how hard they worked to sustain the business. It made me start thinking about how I could contribute as well, like coming up with ideas to attract customers through promotions and initiating delivery services, which we had never done before. It made me feel like I was not just an employee, but that this was also my business."*

P1 also connected these resources to a career pathway by stating, *"Yes, that's correct, since that was the explanation, I had given earlier for believing that the career prospects in*

this situation and the chances for promotion are very good." In the independent case, P3 mentioned a different set of resources: direct owner concern, interpersonal support, and a family-like atmosphere. The participant compared the current workplace with previous experiences which had involved pressure on targets and a lack of concern for employee well-being.

> *"If you compare it, in some coffee shops or cafés, the owners never really pay attention to our condition on the ground. We struggle a lot, but the owners keep pushing targets, meeting sales goals, cutting costs, and so on. Even a small mistake can lead to a warning. But here, it's different. I feel more valued because it's rare to have an owner who cares about us, asks how we're doing, and checks on the employees' well-being. The atmosphere here feels like a family; it's comfortable. Honestly, it's much better than my previous workplaces."*

Theme 2: Appreciation, Respect, and Emotional Challenges

The conditions of being recognised and being treated with respect determined whether the effort seemed sustainable. P1 said that work-related stress was particularly noticeable in cases where completed work was ignored and mistakes were highlighted without any acknowledgement. The participant did not view stress as stemming solely from the amount of work; interpersonal evaluation and the sense of fairness were also important.

> *"Oh, for me, I'm the type of person who, when stressed, tries to ignore it or push it aside. But certain things can still stress me, especially problems at work. Strangely, work-related issues stress me more than personal ones. What really brings me down and stresses me out is when my work isn't appreciated. For example, even after I've completed everything, I still get blamed, and it feels like nothing is ever enough, with no appreciation at all. I mean, even if there are mistakes, it shouldn't bring someone down. It would be better first to acknowledge the effort and then explain what should be improved."*

The account indicates that appreciation was not merely a superficial form of reward but rather a signal that effort had been acknowledged. In a similar way, P3 compared his previous workplaces in terms of the emotional effects of owner behaviour, especially when pressure was coupled with a lack of concern for the employees. Thus, in the two cases, the participants' descriptions included respect, communication, and acknowledgement together with more concrete resources such as opportunities for career advancement.

Theme 3: Supportive Leadership and Role Expansion

Participants experienced leadership through trust, involvement, and access to learning rather than only through formal supervision. P1 described being given responsibility during a period when no supervisor or manager was present in the store and interpreted this situation as evidence of organizational trust.

> *"Hmm, yes. There was a situation in this store where there was no supervisor or manager, so I was the highest position here. This is one form of trust from the company, and I'm involved in decision-making in the store, not only in the bar area but also in the kitchen. One thing I really like is that I can learn many things. For example, when it comes to fixing lights or machines, at first, we would call a technician, but over time I learned how to fix them myself."*

P1 referred to a previous manager as a role model because this individual combined both operational and managerial competence. The

participant's desire to become a better leader and to move beyond a merely technical barista identity was linked to this role-model relationship.

> *"Yes, there is my former manager. I learned many things from him because he had a wide range of skills. That motivated me to become like him, capable in both operations and management, and eventually, he became my role model."*

> *"I have a goal of becoming a good leader, and I want to learn more about management. As a barista, I sometimes feel that I've learned enough about barista skills, so I want to grow further and learn other areas. Also, I think the career path here is quite promising as long as you put in the effort to improve yourself and set clear targets for your advancement."*

In the independent case, P3 described the workplace as a "second home," emphasizing relational closeness and belonging. The participant's account suggests that owner accessibility and interpersonal familiarity were central to their experience of support.

> *"It really feels like a second home to me, this place where I work. Honestly, it's hard to describe how I feel because I'm just so comfortable here. Sometimes I even think that when I get married later, I might not be able to hang out and chat with my friends here as often, and I know I'll really miss it. It's like having uncles and aunts here; like I have younger and older siblings too, some of them can be annoying at times, haha, but there are just so many stories here."*

P3 also linked employee commitment to business sustainability and customer relationships: *"A sustainable company, especially during the COVID period. Most baristas have their own loyal customers who follow them wherever they go, and that positively impacts the company. In my opinion, one of the reasons a company can survive is because of employees who are committed to the organization, which starts with providing good service to customers."* This statement shows how the participant connected personal commitment with service continuity and organizational survival.

Theme 4: Cross-Case Contextual Differences in Structure and Discretion

The two cases were different in the way the participants spoke about structure and discretion, but the comparison had to be kept at a case-specific level. In the franchise case, P1 kept on mentioning the organizational hierarchy, career progression, the learning opportunities offered by the company, and his involvement in the decisions at store level. The way in which he described these points indicates that Coffee Shop F had a formal resource structure. The comment regarding a "promising" career path together with the account of taking on responsibility at store level shows how structure and opportunities for advancement could exist alongside a certain degree of operational discretion in that franchise outlet.

At Coffee Shop N, P3's descriptions placed a greater emphasis on direct interactions with the owner, on showing care towards people, and on having the opportunity to suggest ideas. The independent atmosphere seemed less removed from ownership and the relationships appeared to be more immediate. The initial analytic account also noted that P3 had taken part in developing new menu items and in a barista competition. Menu development was important for organizational innovation since it dealt with the range of products available; by contrast, participation in the competition was seen as a form of professional development and representation, not as intrapreneurship.

The fact that these contrasts are offered does not mean that franchise coffee shops generally offer more structure or that independent coffee shops generally offer more autonomy. Since there is only one example in each type, the differences observed could be due to the owners, managers, the condition of the branches, or the histories of Coffee Shop F and Coffee Shop N. The value of the comparison is in illustrating how different bundles of resources were experienced in the two cases, not in assigning those bundles entirely to the business-model category.

Theme 5: Proactive Initiative Beyond Routine Role Requirements

Many of the accounts went further than simply saying that they felt energetic, committed, or absorbed in their work and instead mentioned taking proactive actions for the company. The clearest instance was provided by P1, who remembered suggesting promotions and setting up delivery services during the Covid period instead of waiting for official instructions. The phrase *"It made me feel like I was not just an employee, but that this was also my business"* expressed the sense of a shift from merely carrying out one's role to taking on a kind of ownership responsibility.

The same analysis noted that P3 had taken the initiative in coming up with new menu items. These actions were regarded as intrapreneurial or closely related to intrapreneurship since they consisted of proactive efforts to alter or improve the organization's products or service practices. They were treated separately from engagement itself: the evidence does not indicate that engagement automatically leads to intrapreneurship, merely that those who spoke of having strong resources and of being meaningfully involved also mentioned having carried out some business-oriented initiatives.

It is important when interpreting the findings to do so in a conservative manner. Although people can at the same time be working hard, feel at ease, aim for a promotion, and take part in a professional competition, these factors are not enough by themselves to prove that intrapreneurship is present. In this study, the most significant signs of intrapreneurship were those which were directed towards the organization, for example initiating a delivery service, launching a new menu, and arranging promotions. Hence the theme reflects an exploratory link between experiences related to engagement and proactive business contributions rather than indicating a proven causal relationship.

The study offers a detailed account based on individual cases of how supervisory and managerial baristas experienced job resources, work engagement, and proactive behaviour in two different coffee-shop environments. The most striking pattern was not a simple distinction between franchise and independent stores but rather the significance of the availability of resources. Opportunities for learning, open lines of communication, trust from supervisors, prospects for a career, recognition, and supportive relationships were all repeatedly cited as reasons for feeling motivated, finding meaning in their work, and remaining involved. This pattern is consistent with the motivational process outlined in the JD-R model, whereby resources enable employees to pursue their work goals, build their competence, and maintain their engagement (Bakker & Demerouti, 2007, 2017; Bakker et al., 2023). Moreover, the findings agree with the evidence that psychosocial resources and organizational support are linked

to higher levels of engagement (Burr et al., 2019; Tabak & Hendy, 2016).

Another contribution is to provide a clearer conceptual understanding. The data do not support the idea of treating "entrepreneurial work engagement" as a separate psychological construct, nor do they show that the JD-R theory has been extended. Work engagement continues to be the accepted state characterised by vigor, dedication, and absorption. Intrapreneurship refers to a different area of behaviour consisting of self-initiated changes or innovations that are directed towards the organisation. The data instead point to a more modest claim: where supervisory frontline employees have access to considerable resources and are meaningfully involved, engagement may coexist with and possibly provide favourable conditions for proactive business-oriented initiative. This view is in line with the longitudinal evidence that links employee intrapreneurship and work engagement (Gawke et al., 2017) and with the research that connects intra-entrepreneurial orientation, engagement, and creativity (Kang et al., 2021). The current study offers contextual qualitative evidence rather than introducing a new construct or carrying out a causal test.

The difference also shows which kinds of behaviour on the part of the participants can be seen as intrapreneurial. The proposals put forward by P1 regarding promotions and the introduction of a delivery service during a period of business disruption were clearly aimed at drawing in customers and adjusting the operations, and therefore serve as clear examples of initiative that is oriented towards the organization. Likewise, P3's work on developing the menu involved altering the venture's range of offerings. In taking part in a barista competition, however, it is more appropriate to view this as being about professional development and representing the organization externally, unless there is evidence to show that it resulted in or put into practice an organizational innovation. This more limited definition ensures that not every expression of enthusiasm or involvement beyond one's formal role is treated as intrapreneurship.

For continued involvement, it is important that recognition is given and that people are treated with respect. P1 mentioned feeling stressed when their efforts were ignored and when criticism was given without first acknowledging them, whereas P3 compared the present supportive relationship as an owner with the earlier environments which were focused on targets. In the JD-R context, these experiences show variations in the relational resources available and in the emotional demands placed upon individuals, rather than providing evidence for several opposing theories. The relevant literature contextualizes this pattern by showing that job crafting and positive working conditions can increase engagement, while a lack of security or negative motivational conditions may undermine constructive behavior (Dubbelt et al., 2019; Shin et al., 2019). The conservation-of-resources approach also stresses the motivational value of protecting resources that are valued, and research on emotional labour points out the strain involved in managing one's emotions when working with customers (Hobfoll, 2001; Grandey, 2000). Moreover, research on organizational justice demonstrates how appropriate and fair treatment can influence employees' responses (Colquitt, 2001). These viewpoints act as supportive interpretations and not as equal alternative theoretical frameworks.

Leadership was also a resource that came up repeatedly. The fact that P1 had been given

responsibility at the store level and had learned from a role model illustrates the way in which leadership can act as a source of development and give a sense of responsibility. P3 highlighted the owner's direct concern, communication, and involvement. These experiences are in line with leadership research which stresses inspirational support, identification, and self-regulation (Shamir et al., 1993; Kark & Van Dijk, 2019), as well as with the traditional arguments about social support that supervisory relationships can reduce strain (House, 1981). In the earlier version of the manuscript, transformational leadership had been presented as one of the two main explanatory theories; in the revised version this is no longer the case. Leadership is now mainly seen as a source of and organizer for job resources within the JD-R framework. Although the earlier literature on transformational leadership is still relevant when it comes to describing role modelling and individualised support, it is not used to claim that a specific leadership style had been formally measured (McCall, 1986).

The cross-case comparison should also be approached with care. In Coffee Shop F, the extracts provided by the franchise participant focused on career progression, learning arrangements, the organizational hierarchy, and clearly defined responsibilities. In contrast, the independent participant at Coffee Shop N reported a strong rapport with the owner, a family-like culture, and opportunities to help create menu items. These differences are in line with the view that franchise governance can offer standardized procedures, while independent ownership makes it possible to have more local discretion (Watson et al., 2024). They also agree with the idea about the motivational value of autonomy put forward by Deci and Ryan (2000). That said, the study cannot establish whether the franchise status caused the differences observed. The two organizations differed in several unmeasured aspects, such as owner behaviour, management history, staffing, and local operating conditions. The comparison that is made therefore applies to two cases and not to two populations.

In entrepreneurship, the most valuable takeaway is that small service businesses could treat their frontline supervisors who are in supervisory roles as possible contributors to adaptation, and not merely as people who carry out routine tasks. Since entrepreneurship research has shown that autonomy and the experience of meaningful work have psychological benefits and that engagement can be maintained when work offers valuable resources rather than just making demands (Obschonka et al., 2023), in the current situations access to learning, trust, and discretion were accompanied by suggestions for promotions, new delivery services, and changes to the menu. The practical lesson for owners and franchise managers is not to give autonomy without restriction, but to combine enough structure to ensure clarity with enough discretion so that employees can propose and try out useful ideas.

The study has several limitations. Firstly, it involves only four supervisory/managerial baristas across two locations. The case category is mixed up with organization since what seems to be a difference between a franchise, and an independent organization might in fact be a difference between a Coffee Shop F and a Coffee Shop N. Second, the participants had supervisory or managerial duties, and so their access to opportunities for decision-making and innovation may have been different from that of regular baristas. Third, the original analytical narrative has in-

cluded only some of the exact quotations from two of the participants, which means that the evidence based on quotations for P2 and P4 is limited. Fourth, the study is mainly based on the participants' subjective accounts from interviews; contextual observation was not used as a validated measure of engagement, and no quantitative engagement scale was employed. Fifth, because of the small cross-sectional design it is not possible to establish a temporal sequence or to determine causality between resources, engagement, and intrapreneurial initiative.

Future research should focus on a coherent program to address these limitations rather than adding irrelevant variables. Comparative qualitative studies could involve both franchise and independent organizations so that it is possible to tell apart the effects that are specific to each organization from those that are due to general patterns of the business model. A mixed-methods or longitudinal approach could combine evidence from interviews with validated engagement measures and repeated observations to see whether changes in resources come before changes in engagement or initiative. Larger studies could also divide general baristas from supervisors and managers and investigate whether the degree of decision freedom has a moderating effect on the relationship between engagement and proactive behaviour. Since work that involves customers can subject employees to emotional demands and make them susceptible to burnout, future models should also look at emotional labour and burnout together with the JD-R processes (Grandey, 2000; Maslach & Leiter, 2022). These types of studies would give a more solid foundation for assessing the tentative pathway suggested here without overreaching the evidence from these two case studies.

CONCLUSION

The study examined work engagement and proactive initiative among supervisory baristas in one franchise and one independent coffee shop in Surabaya, using the Job Demands-Resources (JD-R) model to show how important job resources—such as leadership support, role clarity, and recognition—can lead to increased motivation and business-oriented behaviour. Although the results show a careful association between high levels of engagement and intrapreneurial actions (for example, menu development and promotional strategies), these behaviours are just different forms of initiative and not evidence of a new kind of construct. Even though the franchise environment had better structural clarity and the independent shop gave more discretion, the fact that only two cases were included means that any conclusions about the franchise status cannot be widely applied. Finally, the study puts forward an exploratory suggestion that when employees receive supportive organizational resources and have a sense of meaningful work, engaged supervisory staff can come up with proactive business ideas, thus providing a starting point for further longitudinal and multi-organization research involving other service roles.

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