



Proceeding – ICOBIS
INTERNATIONAL CONFERENCE ON GLOBAL INNOVATION AND TRENDS IN ECONOMICS
(ICOBIS)

Effects of On-the-Job Training, SOP Implementation, and Work Professionalism on Barista Performance in Coffee Shop MSMEs in Tegal City

1st Aditya Marwan Ash'ari
Management Study Program, Faculty of Economics and Business
Universitas Pancasakti Tegal
Tegal, Indonesia
adityamarwan013@gmail.com

2nd Yuniarti Herwinarni
Management Study Program, Faculty of Economics and Business
Universitas Pancasakti Tegal
Tegal, Indonesia
yuniartiherwinarni@gmail.com

3rd Setyowati Subroto
Management Study Program, Faculty of Economics and Business
Universitas Pancasakti Tegal
Tegal, Indonesia
Setyowatisubroto@gmail.com

Abstract

This study examines how On-the-Job Training (OJT), the implementation of Standard Operating Procedures (SOPs), and work professionalism affect the performance of baristas in coffee shops run as Micro, Small, and Medium Enterprises (MSMEs) in Tegal City, both individually and together. The coffee shop industry in Tegal City is growing quickly, which has led to tough competition, yet operational performance and barista service quality remain inconsistent. The study uses a quantitative, associative approach. The population consists of all baristas working in 12 MSME coffee shops across four districts of Tegal City; a saturated sample of 45 baristas was used. Data were gathered with a Likert-scale questionnaire converted into interval data using the Method of Successive Intervals (MSI), together with interviews and observations. The analysis comprised validity, reliability, classical assumption, multiple linear regression, t, F, and coefficient of determination (R^2) tests. The findings show that (1) OJT has a positive and significant effect on barista performance ($t = 5.490$, $p = 0.000$); (2) SOP implementation has a positive and significant effect ($t = 2.417$, $p = 0.020$); (3) work professionalism has a positive and significant effect ($t = 34.302$, $p = 0.000$); and (4) OJT, SOP implementation, and work professionalism together have a significant effect on barista performance ($F = 2204.275$, $p =$

0.000), with an adjusted R^2 of 99.3%. The results highlight the need to strengthen training programs, develop standardized SOPs, and foster a professional work ethic to raise the competitiveness of MSME coffee shops.

Keywords : *On-the-Job Training; Standard Operating Procedure (SOP); Work Professionalism; Barista Performance; Coffee Shop MSMEs*

I. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are very important to the Indonesian economy. They not only help raise Gross Domestic Product (GDP) but also provide employment and strengthen local communities. The coffee shop industry, which is part of the creative economy, has grown rapidly in recent years. Changing lifestyles and a strong coffee-drinking habit among younger generations (such as millennials and Gen Z) have turned coffee shops into popular and thriving social spaces.

Tegal City, a key area of economic growth on the north coast of Central Java, has seen a surge of MSME coffee shops with various themes, including classic, industrial, and minimalist styles. This rapid increase in the number of coffee shops has led to tough competition. In such a competitive landscape, maintaining high product quality (the taste of the coffee) and service quality is essential for a successful business. Baristas, as the face of a coffee shop's operations, play an important role here.

According to preliminary research and observation at 12 MSME coffee shops in Tegal City during 2024, inconsistent barista performance was recorded. Quarterly sales data show a decline in the number of transactions at most coffee shops during the second half of 2024. In addition, barista performance evaluations show that many coffee shops scored 60 or lower (indicating fairly good to poor performance), with the main problems being differences in taste standards, a lack of work discipline, and inadequate technical skills when handling high order volumes.

The core of the issue appears to involve three main aspects of human resource management. First, On-the-Job Training (OJT) lacks proper structure, because training often takes place informally without a standard outline. Second, the implementation of Standard Operating Procedures (SOPs) is inconsistent, so baristas often make their own choices in preparing drinks and offering service. Third, barista professionalism varies, influenced by informal training backgrounds and a high employee turnover rate.

Although several earlier studies have looked at training and SOPs separately in relation to employee performance in hotels or large restaurants, few studies combine the effectiveness of OJT, SOP use, and work professionalism for baristas in urban MSME coffee shops. This study therefore examines both the separate and the combined effects of these three factors on barista performance in MSME coffee shops in Tegal City. Its aim is to contribute to the field of human resource management theory and to offer practical suggestions for business owners.

A. Literature Review and Hypothesis Development

Barista performance. Performance refers to how well an employee carries out a job, based on the quality and quantity of work achieved while fulfilling assigned responsibilities (Afandi, 2016). According to Gibson et al. (2012), how well a person performs is influenced by individual factors (such as ability, skills, and background), psychological factors (such as perception, attitude, and motivation), and organizational factors (including resources, leadership, rewards, and structure). In a coffee shop, performance involves meeting quantity targets, ensuring good taste quality, providing fast service, and showing disciplined work habits.

Effectiveness of On-the-Job Training (OJT). On-the-Job Training is a way for workers to acquire skills by doing practical work in their own workplace with the help of supervisors or more experienced colleagues. As noted by Mangkunegara (2013), the important factors showing how well the training works include how well the material fits the job, the kinds of exercises used, the skill of the trainers, and the growth of work ability. Successful OJT helps baristas learn to use coffee-making machines, pour milk (latte art), and interact directly with customers.

Implementation of Standard Operating Procedures (SOPs). An SOP is a document that explains standard procedures clearly and step by step to ensure that all tasks are carried out effectively, reliably, and safely (Ekotama, 2015; Santoso, 2014). Indicators of SOP implementation include clear rules, stable results, efficient use of time, and adherence to the workflow. The extent to which baristas follow recipe SOPs and service methods strongly affects how customers perceive product quality.

Work professionalism. Work professionalism is a strong mindset and dedication in carrying out tasks according to ethical guidelines, skilled knowledge, and the duties of one's profession (Sedarmayanti, 2014; Seiginan, 2009). Aspects of

professionalism include ability (skills and understanding), efficiency in work, and responsibility for completing tasks on time.

Based on the theoretical foundation and earlier empirical studies, the hypotheses are formulated as follows (Fig. 1): H_1 : the effectiveness of OJT has a positive and significant effect on the performance of baristas in MSME coffee shops in Tegal City; H_2 : SOP implementation has a positive and significant effect on barista performance; H_3 : work professionalism has a positive and significant effect on barista performance; and H_4 : OJT, SOP implementation, and work professionalism together have a significant effect on barista performance.

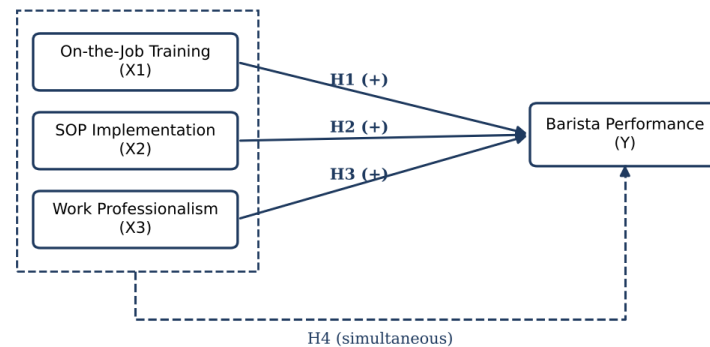


Fig. 1. Research model (solid lines: partial effects; dashed line: simultaneous effect).

II. METHOD

This study uses a quantitative method with an associative design. It was conducted in twelve small coffee shops spread evenly across four districts of Tegal City (Tegal Timur, Tegal Barat, Tegal Selatan, and Margadana) that had been operating for at least two years.

Population and sample. The population consists of every barista working in the 12 selected coffee shops in Tegal City, 45 baristas in total. Because the population is manageable, saturated sampling (a census) was used, so all 45 baristas were included as the sample.

Operationalization and measurement. The dependent variable is barista performance, measured with 8 items. The independent variables are OJT effectiveness (11 items), SOP implementation (12 items), and work professionalism (10 items). Each questionnaire item is rated on a five-point Likert scale, where 1 means strongly disagree and 5 means strongly agree. The ordinal survey data were converted into interval-scale data using the Method of Successive Intervals (MSI) before analysis with parametric statistics. Interviews and observations supplemented the questionnaire.

Data analysis. Data were processed with SPSS version 22. Validity was tested with the Pearson product-moment correlation, and reliability with Cronbach's alpha above 0.60. The classical assumptions were checked through the P-P plot and the Kolmogorov-Smirnov normality test, multicollinearity through VIF below 10 and tolerance above 0.10, and heteroskedasticity through a scatterplot. The analysis also includes multiple linear regression, t and F tests, and the coefficient of determination (R^2). The multiple regression model is $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$.

III. RESULTS AND DISCUSSION

A. Respondent Characteristics

Table I summarizes the profile of the 45 baristas who took part in the survey. Most are aged 18 to 25 years (51%) or 26 to 30 years (42%). Men are the large majority (80%). In terms of highest education, most are senior high or vocational school graduates (87%), followed by those with a D-III diploma (6%), a bachelor's degree (4%), and junior high school (3%).

TABLE I. RESPONDENT PROFILE (N = 45)

Characteristic	Category	%
Age	18–25 years	51
	26–30 years	42
	Not reported (remainder)	7
Gender	Male	80
	Female (remainder)	20
Education	Senior high / vocational school	87
	D-III diploma	6
	Bachelor's degree	4
	Junior high school	3

Source: Primary data (processed by the authors, 2026). Remainders are computed from the reported percentages.

B. Validity and Reliability Tests

The instrument was tested on 30 trial respondents. As shown in Table II, all items of the performance (Y1–Y8), OJT (X1.1–X1.11), SOP (X2.1–X2.12), and professionalism (X3.1–X3.10) indicators have a calculated r above the r table value (0.361), so all items are valid. The Cronbach's alpha values are 0.871 for performance, 0.895 for OJT, 0.927 for SOP, and 0.820 for work professionalism. Because all values exceed 0.60, the instrument is considered highly reliable.

TABLE II. VALIDITY AND RELIABILITY TESTS

Variable	Items	Calculated r	Cronbach's α
Barista performance (Y)	8	0.637–0.802	0.871
On-the-Job Training (X1)	11	0.408–0.880	0.895
SOP implementation (X2)	12	0.596–0.854	0.927
Work professionalism (X3)	10	0.527–0.796	0.820

Source: SPSS output (processed by the authors, 2026). r table = 0.361 ($n = 30$).

C. Classical Assumption Tests

Normality. The P-P plot shows points scattered close to the diagonal line. The Kolmogorov–Smirnov test gives an asymptotic significance (2-tailed) of 0.200 (> 0.05), confirming that the data are normally distributed. *Multicollinearity.* The tolerance values for X1 (0.174), X2 (0.204), and X3 (0.275) are all above 0.10, and the VIF values for X1 (5.763), X2 (4.898), and X3 (3.632) are all below 10 (Table III), so the model is free from multicollinearity. *Heteroskedasticity.* The scatterplot shows points spread randomly above and below zero on the Y axis without forming a specific pattern, which shows that heteroskedasticity does not occur.

TABLE III. MULTICOLLINEARITY TEST

Variable	Tolerance	VIF
On-the-Job Training (X1)	0.174	5.763
SOP implementation (X2)	0.204	4.898
Work professionalism (X3)	0.275	3.632

Source: SPSS output (processed by the authors, 2026). Dependent variable: barista performance.

D. Multiple Linear Regression and Partial Test

TABLE IV. MULTIPLE LINEAR REGRESSION AND PARTIAL TEST (t-TEST)

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	–2.997	0.473	–	–6.334	0.000
On-the-Job Training (X1)	0.108	0.020	0.162	5.490	0.000
SOP implementation (X2)	0.040	0.016	0.066	2.417	0.020
Work professionalism (X3)	0.823	0.024	0.801	34.302	0.000

Source: SPSS output (processed by the authors, 2026). Dependent variable: barista performance.

The multiple linear regression equation is:

$$Y = -2.997 + 0.108 X_1 + 0.040 X_2 + 0.823 X_3 \quad (1)$$

The constant of -2.997 means that if the three independent variables are zero, barista performance is at a baseline of -2.997 . The coefficient of X_1 (0.108) means that each one-unit increase in OJT effectiveness raises barista performance by 0.108 units. The coefficient of X_2 (0.040) means that a one-unit increase in SOP implementation raises barista performance by 0.040 units. The coefficient of X_3 (0.823) means that a one-unit increase in work professionalism has a very strong effect, raising barista performance by 0.823 units.

In the partial test, $t = 5.490$ for OJT is greater than the t table value (2.019) with $\text{Sig.} = 0.000 < 0.05$, so H_1 is accepted. For SOP, $t = 2.417 > 2.019$ with $\text{Sig.} = 0.020 < 0.05$, so H_2 is accepted. For professionalism, $t = 34.302 > 2.019$ with $\text{Sig.} = 0.000 < 0.05$, so H_3 is accepted.

E. Simultaneous Test and Coefficient of Determination

TABLE V. SIMULTANEOUS TEST (F-TEST) AND COEFFICIENT OF DETERMINATION

F	Sig.	R	R ²	Adjusted R ²
2204.275	0.000	0.997	0.994	0.993

Source: SPSS output (processed by the authors, 2026).

According to Table V, the calculated F of 2204.275 is greater than the F table value (2.83), and the significance is 0.000 , below 0.05 . H_4 is therefore accepted: OJT, SOP implementation, and professional work behavior together have a significant effect on barista performance in Tegal City coffee shops. The adjusted R^2 of 0.993 shows that 99.3% of the variation in barista performance can be attributed to these three factors, while the remaining 0.7% is influenced by other factors not included in the model.

TABLE VI. SUMMARY OF HYPOTHESIS TESTS

Hypothesis	Beta	t	Sig.	Decision
H1: OJT $\rightarrow$ barista performance	0.162	5.490	0.000	Accepted (+)
H2: SOP implementation $\rightarrow$ barista performance	0.066	2.417	0.020	Accepted (+)
H3: Work professionalism $\rightarrow$ barista performance	0.801	34.302	0.000	Accepted (+)
H4: Simultaneous effect ($F = 2204.275$)	—	—	0.000	Accepted

Source: Summary of Tables IV and V.

F. Discussion

Effect of On-the-Job Training on barista performance. The findings confirm that effective OJT plays an important role in sharpening baristas' practical skills. Through direct guidance from the head barista or owner, new baristas can quickly master grinder calibration, espresso extraction, and milk-frothing techniques. This is in line with the studies of Ragawanti and Prasetya (2014) and Mukhlisin and Fadhilah (2024).

Effect of SOP implementation on barista performance. SOP implementation has been shown to reduce operational errors and ensure consistent coffee taste. SOPs serve as a standard guide that minimizes baristas' hesitation when facing variations in orders. This finding is consistent with the studies of Hanadya et al. (2023) and Rachmat and Sunaryo (2020).

Effect of work professionalism on barista performance. Work professionalism proves to be the most dominant predictor ($\beta = 0.801$) of barista performance, far larger than OJT ($\beta = 0.162$) and SOP implementation ($\beta = 0.066$). Baristas with an ethical commitment, a sense of responsibility for timely work, and a deep understanding of the product are able to provide excellent service that directly affects customer satisfaction. This supports the results of Firdaus (2019) and Atika and Mafra (2020).

Simultaneous effect. The three factors together explain almost all of the variation in barista performance (adjusted $R^2 = 0.993$). The very high explanatory power, together with the small sample (45 baristas) and the perception-based questionnaire measurement, suggests that the result should be interpreted with caution and tested in larger and more varied samples.

IV. CONCLUSIONS

Based on the data analysis and discussion, the following conclusions can be drawn: (1) the effectiveness of On-the-Job Training has a positive and significant partial effect on the performance of baristas in MSME coffee shops in Tegal City; (2) the implementation of Standard Operating Procedures (SOPs) has a positive and significant partial effect on barista performance; (3) work professionalism has a positive and significant partial effect on barista performance and is

the variable with the most dominant influence; and (4) On-the-Job Training, SOP implementation, and work professionalism together have a significant effect on barista performance in MSME coffee shops in Tegal City, with a contribution of 99.3%.

For MSME coffee shop owners, it is recommended to create a standard OJT module or curriculum for new baristas, to provide printed SOPs in the bar area, and to apply a periodic evaluation system and reward scheme to motivate baristas' work professionalism. Baristas are expected to keep improving their work discipline, consistently follow SOP recipe standards, and pursue independent training to deepen their knowledge of the coffee industry. Future researchers are advised to widen the research area and to add other independent variables such as transformational leadership, work climate, or non-financial compensation.

REFERENCES

- Afandi, P. (2016). *Manajemen sumber daya manusia (teori, konsep dan indikator)* [Human resource management (theory, concepts and indicators)]. Zanafa Publishing.
- Atika, & Mafra, N. (2020). Pengaruh kualitas sumber daya manusia dan profesionalisme kerja terhadap kinerja karyawan di PT. PIN (Persero) [The effect of human resource quality and work professionalism on employee performance at PT. PIN (Persero)]. *Jurnal Manajemen dan Bisnis*, 8(2), 112–124.
- Ekotama, S. (2015). *Pedoman praktis menyusun SOP untuk UMKM* [A practical guide to preparing SOPs for MSMEs]. Medpress.
- Firdaus, A. (2019). Pengaruh profesionalisme, komitmen organisasi, dan kepuasan kerja terhadap kinerja karyawan Bahari Inn Hotel Tegal City [The effect of professionalism, organizational commitment, and job satisfaction on employee performance at Bahari Inn Hotel Tegal City]. *Jurnal Ekonomi dan Manajemen Universitas Pancasakti Tegal*, 11(1), 33–45.
- Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2012). *Organizations: Behavior, structure, processes* (14th ed.). McGraw-Hill.
- Hanadya, N., et al. (2023). Penerapan standar operasional prosedur pelayanan food & beverage di Express Restaurant [Implementation of food & beverage service standard operating procedures at Express Restaurant]. *Jurnal Operasional Perhotelan*, 5(3), 88–97.
- Mangkunegara, A. A. A. P. (2013). *Manajemen sumber daya manusia perusahaan* [Corporate human resource management]. Remaja Rosdakarya.
- Mukhlisin, M., & Fadhillah, N. (2024). Efektivitas pelatihan on the job dan off the job dalam meningkatkan kinerja karyawan [The effectiveness of on-the-job and off-the-job training in improving employee performance]. *Jurnal Sumber Daya Manusia Indonesia*, 9(1), 14–28.
- Rachmat & Sunaryo (2020). [Full reference to be completed by the author.]
- Ragawanti, S., & Prasetya, A. (2014). Pengaruh pelatihan on the job dan off the job training terhadap kinerja karyawan [The effect of on-the-job and off-the-job training on employee performance]. *Jurnal Administrasi Bisnis (JAB)*, 12(1), 1–10.
- Santoso, B. (2014). *Pengembangan SOP operasional industri jasa* [Developing operational SOPs for the service industry]. Mitra Wacana Media.
- Sedarmayanti. (2014). *Manajemen sumber daya manusia, reformasi birokrasi dan manajemen pegawai negeri sipil* [Human resource management, bureaucratic reform and civil servant management]. Refika Aditama.
- Seiginan, P. (2009). *Profesionalisme sumber daya manusia dalam organisasi modern* [Human resource professionalism in modern organizations]. Bumi Aksara.