

Human resources development based on total quality management at Titik Balik Coffee Shop

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ARTICLE INFO**Article history:**

Received Nov 8, 2024
Revised Nov 16, 2024
Accepted Nov 28, 2024

Keywords:

Coffee Shop;
Human Resource;
HRD;
Management;
TQM.

ABSTRACT

The importance of Human Resource Development (HRD) and Total Quality Management (TQM) for business success, particularly in the service sector like cafes and coffee shops. In a competitive environment, service quality is crucial, and effective HR management directly influences customer satisfaction and profitability. TQM, a managerial approach focusing on continuous quality improvement, requires commitment from all employees, not just top management, to be effective. The coffee shop industry in Indonesia, especially in Jember Regency, faces challenges in maintaining service consistency due to employee performance variations. TQM can address these issues by reducing variation, improving HR performance, and ensuring consistent service. However, the adoption of TQM faces obstacles, including a lack of understanding of TQM principles, resistance to change, and limited resources for training. Overcoming these barriers requires adequate training, strong management support, and financial investment. The study emphasizes that implementing TQM in human resource development can enhance service quality and competitiveness, especially through performance evaluation, training, and motivation.

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1. Introduction

Human resource development (HR) is essential for business continuity, particularly in service sectors such as cafes and coffee shops. Amidst intense competition, service quality becomes a key differentiator that can enhance customer satisfaction and drive profitability (Jones et al., 2020). Effective HR management directly influences organizational performance, highlighting the importance of a quality-focused HR development strategy to maintain competitive advantages in a dynamic market (Robbins & Judge, 2021).

Total Quality Management (TQM) offers a framework that emphasizes continuous improvement across all organizational levels. It is a managerial approach that requires a shared commitment to quality, not limited to top management but extending to every employee within the organization (Goetsch & Davis, 2019). Research indicates that TQM positively impacts customer satisfaction by fostering a culture of quality across service touchpoints, enhancing overall service delivery (Yusuf et al., 2020). TQM programs in Indonesia's coffee sector include low awareness and understanding of TQM principles, particularly among workers in rural areas with limited access to education and training. The informal nature of employment in the sector and a hierarchical workplace culture often hinder effective communication and collaboration, which are crucial for TQM. Additionally, resistance to change, resource constraints, and diverse cultural and linguistic backgrounds among workers make it difficult to implement standardized quality practices consistently across the supply chain.

The coffee shop industry in Indonesia, particularly in Jember Regency, has seen substantial growth, stressing the need for innovative HR strategies that prioritize quality. Arifin & Nugroho (2021) suggest that applying TQM principles to small and medium-sized enterprises (SMEs) can improve operational efficiency and drive competitive advantage. Despite its growth potential, implementing TQM-based HR strategies faces challenges, especially in maintaining consistent service quality across employees with varying performance levels (Sadikoglu & Olcay, 2019).

A major challenge for Coffee Shop Turning Point has been sustaining consistent service standards amidst growing competition. Variations in individual employee performance often affect overall service quality, undermining customer experience. Implementing TQM can mitigate these inconsistencies by standardizing service protocols and improving HR performance, resulting in a unified customer experience and enhanced business reputation (Sallis, 2021).

Despite its benefits, the implementation of TQM at Coffee Shop Turning Point encounters significant obstacles, particularly due to a lack of understanding of TQM principles at the operational level. Oakland (2020) highlights that sufficient training and education are critical for overcoming these barriers. Educating employees on TQM principles can facilitate their integration into daily tasks, which is crucial for enhancing service quality and operational efficiency (Nasution, 2023).

Resistance to change is another barrier that can impede TQM adoption. Successful TQM implementation requires an inclusive management approach with robust support from top management. Without this support, overcoming resistance to change can be challenging, potentially jeopardizing the adoption of a TQM-based culture (Robbins & Judge, 2021). Management's active involvement and motivational efforts are essential for a smooth transition to a TQM-oriented organizational culture (Noe, 2020).

Financial constraints represent another hurdle in developing TQM-based HR strategies, particularly in small-scale businesses like Turning Point. Ongoing training and quality-focused programs require substantial investment, which may be challenging for small enterprises. Al-Dhaafri et al. (2019) argue that adequate training is indispensable to cultivate a quality-oriented work environment, which ultimately boosts business sustainability and competitive positioning.

This study contributes new insights into how TQM implementation within HR development enhances service quality and competitiveness in the coffee shop industry in Jember. According to Govaerts et al. (2019), TQM can foster internal collaboration and innovation, driving improved work practices. At Turning Point, a holistic strategy encompassing continuous training, performance evaluations, and a motivational reward system could establish a harmonious and productive work environment, conducive to sustained business success.

Performance evaluation and measurement play a vital role in TQM implementation, providing a mechanism for identifying improvement areas and designing targeted strategies (Garvin, 2020). Without robust evaluation tools, it is difficult for management to channel resources effectively toward quality enhancement. Therefore, a comprehensive evaluation system at Coffee Shop Turning Point is essential for ensuring that HR development aligns with TQM objectives and optimally supports service quality improvements (Kirkpatrick, 2020).

In conclusion, TQM-based HR development is pivotal for Coffee Shop Turning Point's operational efficiency and service quality. Continuous education, effective performance evaluations, and a quality-oriented culture ensure employees are adaptive to market demands and technological advances. Furthermore, top management's commitment, adequate financial investment, and an inclusive work culture are key factors that facilitate TQM implementation, positioning Coffee Shop Turning Point as a competitive force within the Indonesian coffee shop industry (Ulrich & Dulebohn, 2021).

2. Research Method

The research was conducted at Titik Balik Coffe Shop, to find out the implementation of TQM that has been implemented. This study uses a qualitative research design with a descriptive approach to provide an in-depth overview of business strategies at the Coffee Shop Turning Point. According to Harahap (2020), a qualitative approach is used to understand naturally occurring phenomena, where researchers act as the main instrument. This research began with the preparation stage which included an introduction to the research environment,

identification of key informants, and preparation of interview and observation instruments. The design of this study aims to reveal contextual data through direct interaction with informants and direct observation of coffee shop operations.

The research procedure begins with the data collection stage, which includes field observations, in-depth interviews, and the collection of supporting documents. Observations are carried out to observe operational processes, interactions with customers, and competitive dynamics (Nasution, 2023). In-depth interviews were conducted with key informants, such as owners, marketing heads, finance heads, and barista heads, to dig up information related to business strategies and challenges faced. Documentation in the form of photographs, financial statements, and archives is used to support data from interviews and observations (Abdussamad, 2021).

The method of data testing is carried out by triangulation technique to increase the validity of research results. Triangulation involves comparing data from various sources, such as observations, interviews, and documentation, to check the consistency and accuracy of information (Miles & Huberman, 2014). Source triangulation ensures that the information obtained from the interview is confirmed with observational data and related documents, whereas triangulation techniques involve the use of multiple methods to obtain data from the same source, such as direct observations, interviews, and document reviews.

Data acquisition is carried out systematically through a process organized into four stages of interactive data analysis: data collection, data condensation, data presentation, and drawing conclusions (Miles & Huberman, 2014). The collected data is organized and simplified in a condensation process to focus the research on key aspects without losing the essence of the information. The condensed data is presented in the form of a narrative that makes it easier to draw conclusions. This process aims to ensure that the results of the study can be clearly understood by readers and support the validity of the findings (Abdussamad, 2021).

3. Result and Discussion

Continuing Education and Training

Formal education and ongoing training at Titik Balik Coffee Shop play an important role in creating competent and adaptive human resources (HR). Training programs are designed to introduce new skills that are relevant to market needs and technological developments, such as the use of the latest coffee equipment and the development of leadership skills. This training not only improves operational efficiency but also helps employees to be better prepared for the ever-changing dynamics of work, which can ultimately improve their productivity and performance. For example, leadership training helps employees manage teams and make strategic decisions that support the company's competitive advantage (Almeida & Carneiro, 2019).

With the rapid development of the market and technology, Titik Balik Coffee Shop realizes the importance of continuous training to prepare employees to face future challenges. This training program also has a positive impact on employee job satisfaction and loyalty, creating a more positive and collaborative work environment. In addition to improving individual skills, this approach allows the company to continue to innovate and meet the demands of a dynamic market. Therefore, investing in continuous education and training not only benefits employees, but also supports the company's long-term growth strategy.

Soft Skills Development

At Titik Balik Coffee Shop, developing soft skills such as communication, teamwork, and conflict management are critical components of the work culture that support productivity and create a positive work environment. Good communication skills enable more effective interactions between employees, as well as between employees and customers, while the ability to work in a team strengthens collaboration to achieve common goals. Soft skills training at Titik Balik includes simulations and case studies to enhance these interpersonal skills, contributing to a harmonious and effective workplace (Karatepe & Olugbade, 2022).

Strengthening soft skills not only improves individual performance but also supports employee innovation and adaptability to change. With better skills in communication and teamwork, employees can handle conflict constructively, reduce tension, and strengthen team cohesion. Consequently, employees feel more satisfied and loyal to the company, and the positive impact is reflected in improved team coordination and service quality, which ultimately leads to higher customer satisfaction. Implementing soft skills training demonstrates that investment in interpersonal skills directly influences productivity and the company's long-term success.

Mentoring and Coaching Program

Mentoring and coaching programs at Titik Balik Coffee Shop are essential for human resource (HR) development. Mentoring supports new employees by helping them adapt to the company culture and internal processes, guided by experienced mentors. This accelerates the adaptation process and enhances the skills necessary for effective work within the organization. Meanwhile, coaching focuses on improving the performance of experienced employees, addressing both technical skills and soft skills, such as leadership and decision-making. This coaching fosters the development of employees' potential and boosts their motivation (Wang et al., 2021).

The implementation of these programs has proven effective in enhancing employee engagement and company productivity. Mentored employees gain confidence, while those receiving coaching can tackle challenges with a more innovative and strategic mindset. Additionally, the structured mentoring and coaching program fosters a sense of unity among employees, enhances work culture, and improves retention. Through this holistic approach, Titik Balik not only enhances individual skills but also builds a foundation for long-term business success and sustainability.

Career Planning and Succession Management

At Titik Balik Coffee Shop, career planning and succession management are integral elements of the human resource (HR) development strategy. Structured career planning helps employees visualize their professional development path, set long-term goals, and increase their motivation and commitment to achieve these objectives. Effective career planning enables employees to develop their competencies and increases job satisfaction, fostering a more committed workforce (Park & Shaw, 2020). Meanwhile, succession management focuses on identifying and developing high-potential employees to fill critical roles in the future, providing them with challenging training and work experiences, as well as guidance through mentoring and coaching, to prepare for leadership positions.

This dual approach in career planning and succession management benefits both the company and its employees. Employees with clear career development pathways are more motivated and committed to the organization. For the company, having internal talent ready for strategic roles reduces dependency on external recruitment and ensures continuity in operations. Additionally, this approach enhances employee loyalty by providing valued career prospects within the company, thereby reducing turnover. By integrating career planning and succession management, Titik Balik Coffee Shop establishes a strong foundation for individual growth, operational sustainability, and long-term success.

Use of Technology in Human Resource Development

At Titik Balik Coffee Shop, technology plays a critical role in human resource (HR) development by enabling flexible and effective training. E-learning platforms and technology-based training systems allow employees to access materials anytime and anywhere, supporting self-paced learning tailored to individual needs. This approach facilitates skill development through video tutorials, simulations, and online courses, enhancing learning effectiveness and confidence in applying new knowledge in the workplace (Smith & Haynes, 2019). Beyond accelerating learning, technology helps employees at Titik Balik adapt more swiftly to industry developments and evolving trends. With consistently updated information and courses aligned with market demands, employees can stay current more effectively. Additionally, technology-based training fosters employee engagement and participation, creating a culture of continuous learning that boosts productivity and operational efficiency. Overall, integrating technology into HR development at Titik Balik enables the company to maintain its competitive edge by continually adapting and preparing employees to meet future challenges (Johnson & Brown, 2020).

Employee-Centered Approach

At Titik Balik Coffee Shop, HR development programs are designed with a focus on individual needs and potential, aimed at enhancing motivation, engagement, and fostering a culture of innovation in the workplace. When employees feel that their development aligns with their personal interests and aspirations, they are more motivated to learn and contribute. This employee-centered approach encourages intrinsic motivation, which can lead to improved performance and higher engagement levels (Huang et al., 2021). Flexible training programs, covering technical, managerial, and soft skills, provide employees with options to pursue paths that align with their preferences, thereby increasing the effectiveness of training and fostering a sense of value in the workplace.

This approach not only boosts motivation and innovation but also improves employee retention. Employees who feel supported in their career development are often more loyal and engaged, positively

impacting the work culture and team performance. Studies show that organizations focusing on employee development see higher engagement levels, leading to increased productivity and profitability (Martins & Nunes, 2020). In sum, this employee-centric strategy creates a work environment that promotes active participation, creativity, and innovation, thereby supporting the company's ongoing success and growth.

Measurement and Evaluation of Development Programs

At Titik Balik Coffee Shop, the evaluation of HR development program effectiveness is conducted using relevant metrics to ensure that the training provided positively impacts employee performance and aligns with company goals. This evaluation approach includes gathering data from employee feedback, pre- and post-training performance assessments, and satisfaction surveys, helping identify whether training has enhanced employees' skills, knowledge, and work behaviors. Utilizing a comprehensive model, such as the four-level Kirkpatrick model—covering reactions, learning, behavior, and results—along with ROI (Return on Investment) metrics, allows management to assess the impact of training and implement continuous improvements (Mone & London, 2018).

Proper evaluation enables companies to adjust HR development strategies based on the results. If an evaluation reveals that a program is less effective, Titik Balik can modify its approach to improve outcomes. Additionally, measuring training effectiveness boosts employee engagement, as employees feel valued when the company provides quality training and is responsive to feedback. This data-driven evaluation approach allows Titik Balik to maximize the benefits of training programs, ensuring that HR development initiatives support the company's strategic objectives and foster long-term growth and competitive advantage.

Equal Access to Human Resources Development

At Titik Balik Coffee Shop, ensuring equal access to HR development programs is a top priority, providing all employees the opportunity to grow regardless of their position or experience level. To address budget limitations and resistance to change, the company employs innovative solutions like in-house and online training. In-house training facilitates knowledge transfer from experienced employees to their peers, while online training offers flexible learning that allows employees to progress at their own pace. This approach not only addresses cost constraints but also promotes an inclusive and equitable work environment, which ultimately enhances employee engagement and motivation (Martins & Nunes, 2020).

The combined use of in-house and online training also helps reduce resistance to change, as employees are more inclined to embrace training provided by colleagues or delivered in a familiar, adaptable format. This strategy fosters a sense of fairness and helps establish an inclusive workplace culture, leading to higher employee retention, productivity, and loyalty. By utilizing affordable, accessible training options, Titik Balik overcomes financial barriers, creates development opportunities for all staff, and fosters sustainable growth, underscoring the positive impact of an inclusive environment on organizational success.

Continuous Learning and Adaptation

At Titik Balik Coffee Shop, a culture of continuous learning is fostered to enable employees to consistently enhance their skills in line with industry developments. This culture ensures that employees not only meet current performance standards but are also prepared to tackle future challenges. By providing access to a range of training resources—such as online courses, seminars, and practical workshops—employees can pursue learning according to their individual needs, increasing their adaptability to change. Research highlights that continuous learning is crucial for maintaining organizational competitiveness, as it allows employees to continually enhance their knowledge and skills (Smith & Haynes, 2019).

The positive impact of continuous learning at Titik Balik is evident in improved efficiency, service quality, and employees' ability to embrace new technologies and industry trends. Employees accustomed to a continuous learning culture are more likely to adopt new knowledge, positively influencing their performance. Furthermore, this culture bolsters job satisfaction and loyalty, as employees feel valued and supported in their professional growth. This approach enhances employee retention and boosts overall company performance, underscoring the benefits of a commitment to lifelong learning.

Relation to Organizational Strategy

HR development at Titik Balik Coffee Shop is structured to support the company's strategic objectives, ensuring that individual employee growth contributes to the organization's long-term success. Training programs are specifically tailored to address the company's needs, such as enhancing service quality, operational efficiency, and fostering product innovation. This alignment enables employees to

develop skills relevant to achieving company goals, reinforcing the significant impact of integrating HR strategy with corporate strategy on organizational performance (Park & Shaw, 2020).

By aligning employee development with organizational strategy, Titik Balik Coffee Shop fosters a deeper understanding of the company's vision and mission among employees, increasing their motivation and commitment. This approach also accelerates adaptability and innovation, as employees who comprehend the company's strategic direction are more proactive in supporting these goals. Studies underscore the importance of linking HR development to corporate strategy through frameworks like the Balanced Scorecard, highlighting that strategic alignment across organizational levels strengthens competitive positioning (Johnson & Brown, 2020). Thus, HR development aligned with company strategy ensures that employee efforts contribute to goal achievement and reinforce Titik Balik's competitive advantage.

4. Conclusion

The conclusion of this study shows that the implementation of human resource development (HR) based on Total Quality Management (TQM) at the Coffee Shop Turning Point has a significant role in improving operational efficiency and service quality. Ongoing education and training programs ensure that employees remain adaptive to technological changes and market needs, while the development of soft skills strengthens communication and teamwork, which positively impacts productivity and customer satisfaction. The implementation of mentoring and coaching programs improves employee confidence and leadership skills, while career planning and succession management support talent retention and the company's readiness to face future challenges. The use of technology in training expands access and flexibility of learning, creating a culture of sustainable learning. With an employee-centric approach, Titik Balik Coffee Shop builds a work environment that supports innovation and collaboration, which ultimately supports the company's sustainable growth and competitiveness.

The results of this study can help other small businesses adopt TQM principles effectively by providing insights into overcoming common challenges such as limited resources, employee resistance, and lack of awareness. By showcasing practical strategies for training employees, fostering a culture of continuous improvement, and tailoring TQM practices to fit the unique context of small businesses, the study can serve as a roadmap. Additionally, lessons learned from addressing cultural and operational barriers in the Indonesian coffee sector can be adapted to other industries, enabling small businesses to improve product quality, customer satisfaction, and overall competitiveness.

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