

## COMPETENCE ANALYSIS AND PERFORMANCE IMPROVEMENT STRATEGY (CASE STUDY ON SMALL COFFEE SHOP IN UJUNGBERUNG BANDUNG REGION)

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### ABSTRACT

Indonesia is the fourth world coffee producer, after Brazil, Vietnam and Colombia (ICO, 2017). Meanwhile, as an Indonesian plantation product, coffee ranks sixth after oil palm, rubber, sugar, tea and cocoa. The coffee industry in Indonesia has now begun to develop rapidly, now coffee farmers are no longer random in managing or growing coffee until harvest. Improving the quality of Indonesian coffee is influenced by the increasing number of coffee drinkers who have begun to pay attention to the quality of the coffee they drink. Increasingly, millennials are starting to love coffee, especially specialty coffee or Arabica coffee served without sugar, triggering farmers to produce quality coffee. Data from the international coffee organization (ICO) shows that the growth of coffee drinkers in Indonesia is growing rapidly, more than world growth, which is 8% for the growth of Indonesian coffee drinkers while the growth of world coffee drinkers only reaches 6%. The development of the world coffee industry also influenced the Indonesian coffee industry. The Indonesian coffee industry is increasing in the downstream industry as seen in the rise of cafes and coffee shops today including especially in the Ujungberung Bandung emerging small and large coffee shops. Today's coffee shops have changed the way people drink coffee not only to repel sleep, but it has become a lifestyle for parents and young people. Good coffee is served thanks to the skills of a barista in a coffee shop. The profession as a barista or dispenser becomes a profession that continues to develop in studies among young people in Indonesia. This study aims to analyze barista competencies and strategies to improve barista performance in small coffee shops in Ujungberung Bandung. This study uses a qualitative approach by matching empirical reality and the prevailing theory using descriptive methods. The results of this research indicate that baristas in small coffee shops in Ujungberung Bandung do not yet have the skills to be reliable baristas because there are no costs to attend barista training. The author provides training assistance for increasing barista competency in small shops by providing basic barista training namely by increasing the knowledge or history of coffee, using barista equipment both manual and machine, business management training for the management of coffee shops in Ujungberung Bandung.

Key words: competence, performance, barista

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### INTRODUCTION

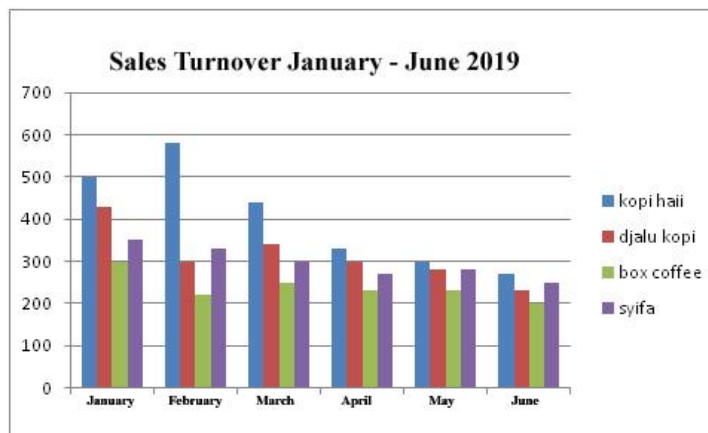
The increase of coffee shops in Indonesia shows the growth of new professional fields which are increasingly in demand. The profession as a barista or drink mixers is becoming a more popular profession among young people in Indonesia

According to Masdakaty (2015), etymologically, the word barista itself is Italian which means bartender, which serves all kinds of drinks not just coffee. But along with the development of the era and the entry of coffee trends into America and Europe, this word was later adopted into what we now know. While in Italy itself, baristas are often called baristi (for men) or bariste (for women). In general, baristas do work in coffee shops, coffee bars or coffee shops and usually operate commercial espresso machines that tend to be complicated. Now their job is to measure how much temperature and pressure is needed to make espresso - especially because espresso is known as a "fussy" drink so that making espresso manually is considered a skilled job.

As the world of coffee business grows in Indonesia, barista jobs are increasingly in demand. Baristas are increasingly known as special terminology for people who brew or mix coffee. The high growth rate of coffee shops in Indonesia has an impact on the high demand for baristas.

From the preliminary survey information was obtained that the business conditions of the coffee shops around the Ujungberung area in the past few years had not experienced significant development, in fact some business units had decreased sales turnover and decreased profits.

Figure 1. Sales Turnover January – June 2019



Small coffee shops around Ujung Berung experience problems like decrease in financial performance (turnover and profit) and problems in making quality coffee in accordance with consumer desires because for now the demand for coffee drinks is very diverse, especially specialty coffee because they do not understand being a barista .

The competency of the small coffee shop barista in Ujungberung is still limited to making manual coffee brew but with ordinary skills because they learn how to make a manual brew only by self-taught using low quality equipment so that the coffee brews produced is not in accordance with customer expectations.

The competence of a barista is not only good at serving coffee but also must have other skills. Barista competencies will determine the performance of the coffee shop itself.

#### FORMULATION OF THE PROBLEM

The examined problems in this research can be summarized as follows:

1. How about the competence of Barista coffee shops in the Ujung Berung area of Bandung
2. How is the Barista Performance Improvement Strategy of coffee shops in Ujung Berung area of Bandung

#### THEORETICAL BASIS

##### Competence

##### Definition of Competence

In general, competence can be understood as a combination of skills, personal attributes, and knowledge that is reflected through job behavior that can be observed, measured and evaluated.

Competence is divided into two types, namely, soft competency or the type of competence that is closely related to the ability to manage work processes, human relations and build interactions with others and hard competency or types of competencies related to the functional or technical abilities of a job. The following are some definition of competencies according to several experts:

According to Spencer & Spencer (in Srinivas R. Kandula, 2012: 3):

*“An underlying characteristic of an individual that is causally related to criterion referenced effective and/or superior performance in a job or situation. (“Kompetensi adalah karakteristik yang mendasari individu yang berkaitan dengan hubungan kausal atau sebab-akibat pelaksanaan yang efektif dan/ atau unggul dalam pekerjaan atau keadaan”)*

Then according to George Klemp (in Edison et al, 2016: 143):

*“Competence is an underlying characteristic of someone who produces effective work and/or superior performance.”*

Meanwhile, according to Edison et al (2016: 17) *“Competence is the ability of individuals to carry out a job correctly and has advantages based on matters relating to knowledge (knowledge), skills (skills), and attitudes (attitude).”*

From the definition mentioned above, it can be concluded that competence is an individual characteristic that includes knowledge, skills and behaviors that produce effective work to achieve organizational goals.

### Competency Elements

In Srinivas R. Kandula (2013: 6) competency elements are classified into two types, namely knowledge & skills and behavioral competencies/personal attributes (behavioral competencies/personal attributes). Knowledge and skills generally have a contribution to the minimum performance that must be demonstrated in carrying out work (threshold competencies), while personal behavior/attributes are the factors that distinguish individuals with differentiating competencies.

The following will be explained more about these competency elements:

#### 1. Knowledge

Refer to knowledge storage. Examples include how informative a secretary is about organizational policy, taxation, and so on.

#### 2. Skills

Refers to the capability of the application which consists of a series of actions. The ability to demonstrate, influence, and control a process in achieving a goal.

#### 3. Motives

Motive is the continual attention to an outcome or condition that drives, directs, and determines individual behavior. In the context of competence the motives describe the need for achievement and the desire to go beyond normal performance and standards and maximize self-potential on an ongoing basis.

#### 4. Traits

Traits are unique to each individual. Traits are behaviors that are always similar or the same shown by individuals in a variety of different situations. For example, an individual who tends to give up the achievement of goals to a factor of luck rather than through self-effort is a manifestation of a trait.

#### 5. Citra Diri Self-Image

Self image is a term that describes an opinion/understanding of one's belief in himself. Self-image also symbolizes the values adopted by individuals.

### Competency Characteristics

Competence must have a positive relationship with performance and contribute to the success of a job. To be qualified as competency, an element must have the following characteristics (Srinivas, 2013: 8):

1. Competencies must be demonstrated. For example: communication effectiveness competencies. The characteristics of the effectiveness in communication must be firm, observable, can be assessed and can be clearly seen by professional eyes.
2. Competencies must be transferable. Examples are product understanding competencies that can be used in various situations and jobs. Thus, an element of competence must be transferable and transferable.
3. Competence must be relevant to the position, type of work, and organization. When relevance is not visible, an element loses value and is not qualified as a competency.
4. Competence must reflect the characteristics of employees who are responsible for the effectiveness of performance in a job.
5. Competence must be able to provide predictions of one's performance.
6. Competence must be measurable and standardized.
7. Competencies must be developed, given, and maintained.

### The Definition of Performance

Performance is one of the important elements that must be contained in a company with the level set as a reference. Performance has an important role in achieving one of the main objectives of human resource management. Here are some definitions according to experts, including:

According to Campbell (in Armstrong, 2014: 31):

*"Performance as behaviour and stated that it should be distinguished from the outcomes because they can be contaminated by systems factors."*

Whereas according to Armstrong (2014:31):

*"Performance is output/outcomes (accomplishment) but also states that performance is about doing the work as well as being about the results achieved."*

Then according to Edison et al (2016: 206) Performance is the result of a process that refers to and is measured over a certain period of time based on the provisions and agreements that have been previously set.

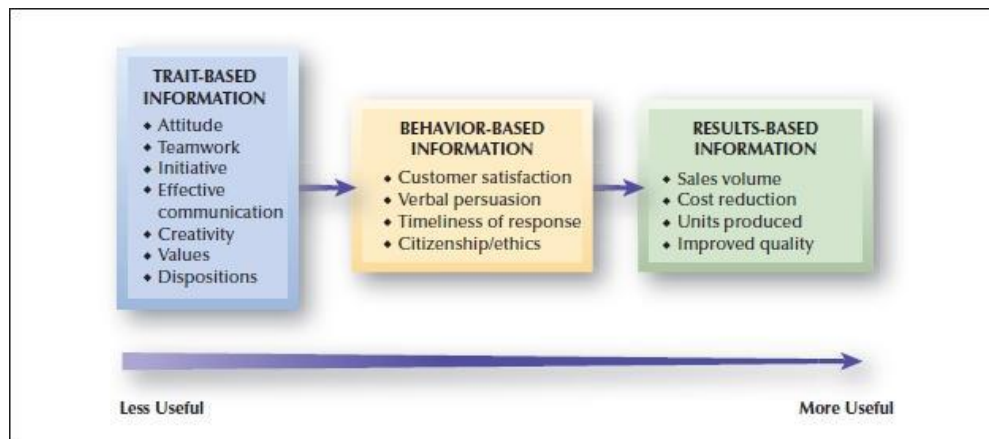
Based on the understanding of the performance of some experts, it can be concluded that performance is a person's behavior in the achievement of work/work results where a person works according to his command or initiative from himself.

### Performance Criteria

Performance criteria are aspects of evaluating the performance of a position holder, a team, or a work unit. It is a performance expectation that must be fulfilled by individuals and teams to achieve organizational strategy. Although the strategies of each organization can differ, some experts classify performance criteria that are generally used.

There are 3 basic types of performance criteria according to Mathis & Jackson (2011: 325) as described in the following picture:

Figure 2: Performance Criteria



Source: Mathis Jackson (2011:325)

The following is an explanation of each performance criterion as in Figure 2:

1. Trait-Based Information identifies the nature and characteristics of employees, such as attitudes, initiatives, or creativity, and can be related to work or not. For example, a study shows that caution is an important determinant of job performance. But because human nature tends to be ambiguous, as well as the tendency for favoritism from the evaluator, generally the nature of the criteria is considered too vague to be used as a benchmark in important HR Management decision making such as promotion or dismissal of employees.
2. Information Based on Behavior (Behavior-Based Information) focuses on specific behaviors that can lead to success in a job. Behavior based information clearly determines employee behaviors that companies want to see when carrying out a job.
3. Results-Based Information takes into account employee achievement. For jobs where a performance measurement can be done easily with clear results, the results based approach is a powerful approach. For example, a professor can obtain additional compensation based on the number of scientific works that he publishes, or a salesperson at a retail company can receive additional commissions based on the number of products sold. But in this approach, where emphasis on aspects that are easily measured is a priority, other parts of performance that are difficult to measure but have the same level of importance tend to be missed. Special attention must be given to balancing different performance information.

According to Bernandian Rusel (in Rini 2011) there are criteria for employe performance assessment as follows :

1. Quantity of Work: the amount of work done in a specified period.
2. Quality of Work: the quality of work achieved based on conformity and specified conditions.
3. Job Knowledge: the breadth of knowledge about work and skills.
4. Creativity (Creativeness): the authenticity of the ideas raised and actions to resolve the problems that arise. .
5. Cooperation: the willingness to cooperate with other people or fellow members of the organization.
6. Dependability: awareness to gain trust in work attendance and completion.
7. Initiative: the enthusiasm for carrying out new tasks and in enlarging their responsibilities.
8. Personal Qualities: concerning personality, leadership, hospitality and personal integrity.

#### Performance assessment

Performance assessments are developed under the influence of MBO (Management by Objectives). Sometimes it is called orientation on the results of the assessment because it includes an agreement on the goal and an assessment of the results obtained against the goal. Assessment is usually maintained from overall performance and related to individual goals. Trait ratings are also used, but are replaced in some schemes based on competency ratings.

As stated by the Advisory Conciliation and Arbitration Service (ACAS) (in Armstrong, 2014: 18) that assessments regularly record assessments of employee performance, potential and development needs. Assessment is an opportunity to take an overall view of the contents, workload and volume of work, to look back at what was achieved during the reporting period and agree on the goals for the next.

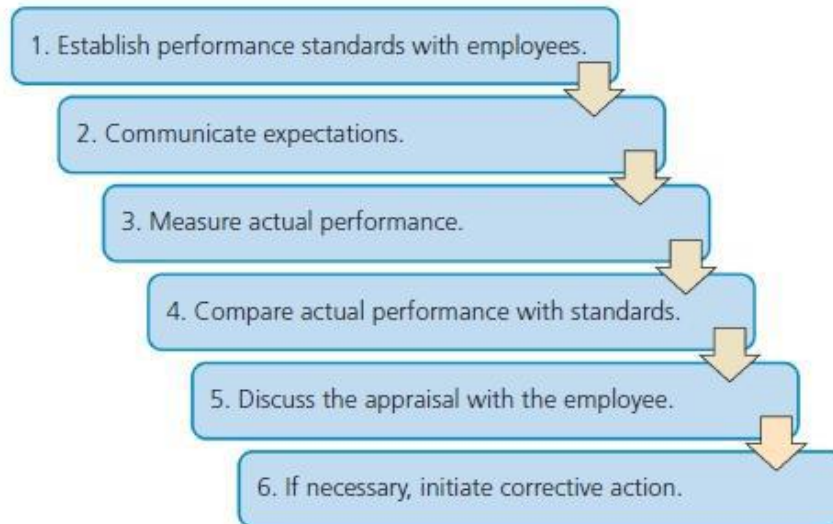
According to ACAS (in Armstrong, 2014: 18) states that "Appraisals can help to improve employees, job performance by defining strengths and weaknesses and determining how their strengths may be best within the organization and weaknesses overcome." That is, assessments can help improve employee performance, job performance by identifying strengths and weaknesses and determining how strength is best utilized and weaknesses overcome.

According to Levinson states that "Performance appraisal needs are not considered as a process involving both people and data, and as such the whole process is inadequate". That is, performance appraisal needs to be seen not as a technique but as a process

involving people and data, therefore the whole process is inadequate. He also points out that valuations are not usually recognized as a normal function of management and that individual goals are rarely related to business goals.

There are 5 procedures that are generally used in assessing employee performance according to Robbins (2013: 248) as described in Figure 2.3 as follows:

**Figure 3: Proses Penilaian Kinerja**



*Sumber: Robbins (2013:248)*

The assessment process starts with setting performance standards that are consistent with the objectives of the organization's strategy. Performance standards must be clear and objective enough to be understood and measured. The following is an explanation of each performance appraisal process as described in Figure 3:

1. **Determining Performance Standards**  
The performance assessment process starts from the determination of performance standards based on the organization's strategic objectives. The standard must reflect the direction of the organization's strategic goals and job description (job description). Performance standards must also be clear and objective to be understood and measured.
2. **Mengkomunikasikan Ekspektasi Communicating expectations**  
After the performance is determined, communication must be made from the expectations in the standard, the employee should not guess what is expected of him.
3. **Mengukur Kinerja Aktual**  
Four sources commonly used in measuring actual employee performance include: personal observation, statistical reports, verbal reports, and written reports. Measured performance must be relevant to the standards set
4. **Membandingkan Kinerja Aktual Dengan Standar Comparing Actual Performance with Standards**  
This stage identifies deviations that exist between actual performance and existing standards. In this stage, it is necessary to explain the reasons for the differences in performance that arise as well as the degree of tolerance of existing deviations from the standard in order to get complete information about one's actual performance, as well as efforts that can be made to improve it.
5. **Discuss Assessment Results with Concerned Employees**  
One of the most challenging tasks in performance measurement is to show the results of performance appraisal accurately to the employee concerned. Impressions obtained by employees based on the results of performance measurement will have a major impact on confidence and performance going forward.
6. **Lakukan Tindakan Korektif Jika Perlu Perform Corrective Actions If Needed**  
Corrective actions of two types: immediate corrective actions and fundamental corrective actions. Immediate corrective action focuses on the symptoms of the problem, such as errors in the procedure and immediately takes corrective action at that time. Fundamental corrective actions focus on the causes of the problem, analyze how and why performance can deviate from the standard and provide the training and development needed to improve it.

Performance assessment will provide important information in the form of gaps between actual performance and performance expectations or expectations within the organization. Performance appraisal is a systematic and sustainable process, it is necessary to have the right approach in implementing it. The following are some approaches to evaluating employee performance (Robbins, 2013: 251):

1. Absolute Standard Approach.  
In this approach the employee is judged to be comparable to the standard, and the employee evaluation results are independent of the performance of other employees. This approach focuses on measuring the nature/work behavior of individual employees.
2. Relative Standard Approach  
This approach compares employee performance with other employees. Based on this approach, information can be obtained about individuals with superior performance (superior performers).
3. MBO (Management By Objectives) Approach  
Performance is assessed based on employee contributions to the achievement of organizational goals, especially within the department where he is active.

## RESEARCH METHODS

This research uses qualitative methods, qualitative research is generally designed to provide actual experience and capture the meaning as created in the field of research through direct interaction between researchers and those studied (Putu Laksman Pedit, 2003: 195).

Qualitative research is a process of inquiry to understand social problems based on creating a complete holistic picture formed with words, reporting the views of informants in detail, and arranged in a natural setting (Ulber Silalahi, 2009: 77).

From the opinion above, it can be seen that qualitative research is a research that is used if the research factors cannot be quantified or cannot be calculated so that the variables cannot be expressed by numbers such as perceptions, opinions, assumptions and so on. According to qualitative research theory, so that the research can be truly qualified, the data collected must be complete, namely primary data and secondary data. The steps of qualitative research that researchers use are as follows (Sulistyo-Basuki, 2006: 81):

1. First step/preparation: consider the focus and choose the topic, state the problem and formulate a preliminary statement, state the problem and formulate a preliminary statement.
2. The second step/extensive exploration: looking for potential locations/subjects, selecting locations/subjects that are considered suitable, testing the suitability of broad locations/subjects, exploring, developing general plans, conducting experimental studies/collecting preliminary data, revising general plans.
3. The third step/focusing on a focused set of activities: collecting data, refining the research plan/explanation of focus, focused activities, narrowing down data collection, analyzing data, writing findings in this case the questionnaire.

This research is comparative research. The word "comparative" in comparison English is a comparison. The meaning of the word shows that in this study the researcher intends to make a comparison of the different conditions in one place, whether the conditions in the place are the same or there are differences, and if there are differences, which conditions are better.

According to Ulber Silalahi (2009: 35) states that comparative research is a study that compares two or more symptoms. Comparative research can be either descriptive-comparative or correlation-comparative. Descriptive comparative compares the same variable to different samples. Comparative descriptive can also be used to compare different variables for the same sample. Correlational comparisons can also be with different variables in relation to the same variable. In addition, a correlation comparison can also be compared by comparing the same variable correlation for different samples.

According to Sulistyo-Basuki (2006: 114) causal-comparative study, specifically arranged to determine the relationship that exists between several factors, variables or dimensions with the aim of explaining relations or interdependence. From some of the opinions above, it can be seen that comparative research is research that compares objects, people, and other things by analyzing the similarities and differences that exist from the object / subject under study.

### Conceptual Definiti

Conceptual definition is an academic definition or that contains a universal understanding for a word or group of words. The meaning of the concept used makes it easier for researchers to operationalize the concept in the field. The conceptual definition in this study is:

1. Competence  
The ability of individuals to carry out a job correctly and have an advantage based on matters relating to knowledge, skills, and attitude.
2. Performance  
The results of a process that refer to and are measured over a certain period of time based on the provisions and agreements that have been previously set.

### Data collection technique

Data collected in this study are primary data and secondary data. Primary data were obtained from interviews, observations and direct recording of the situation in the field regarding the work of barista coffee shops in the Ujung Berung Bandung area. Secondary data were obtained from literature studies, reports, publications, and other literature relating to this research, as well



as institutions/agencies involved in this study, such as the Indonesian Ministry of Manpower and Transmigration for Barista Certification, Ministry of Industry, and Coffee Brew Manual Community Bandung.

### Data Analysis Method

Qualitative data analysis is performed if the empirical data obtained is qualitative data in the form of a tangible collection of words and not a series of numbers and cannot be arranged in categories/structure of classification. Data can be collected in a variety of ways (observation, interview, document digest, tape) and usually processed before it is ready to use (through recording, typing, editing, or transcription), but qualitative analysis still uses words that are usually arranged into expanded text, and do not use mathematical or statistical calculations as an analytical tool.

According to the miles and Huberman, the analysis activities consist of three activities that occur simultaneously, namely data reduction, data presentation, and conclusion / verification. Occurring simultaneously means reducing data, presenting data, and drawing conclusions / verifications as something intertwined intertwine is a cycle and interaction process at the time before, during, and after collecting data in a parallel form that builds general insights called "analysis" (Ulber Silalahi, 2009: 339). Data analysis techniques used in qualitative research include transcripts of interviews, data reduction, analysis, data interpretation and triangulation. From the results of data analysis, conclusions can then be drawn. The following is a data analysis technique used by researchers:

#### 1. Reduksi Data Data reduction

Data reduction is not a separate matter from the analysis. Data reduction is defined as the process of selecting, focusing on simplification, abstracting and transformation of rough data arising from written records in the field. Data reduction activities take place continuously, especially during qualitative oriented projects or during data collection. During data collection, there are stages of reduction, which are making summaries, coding, tracing themes, creating clusters, creating partitions, and writing memos.

Data reduction is a form of analysis that sharpens, classifies, directs, discards unnecessary, and organizes data in such a way that the conclusions can finally be drawn and verified. The data reduction or transformation process continues after the fieldwork, until the final report is complete. So in qualitative research it can be simplified and transformed in a variety of ways: through rigorous selection, through summaries or brief descriptions, classifying in a broader pattern, and so on.

#### 2. Triangulation

In addition to using data reduction researchers also use Triangulation techniques as a technique to check the validity of data. Where in the sense of triangulation is a data validity checking technique that utilizes something else in comparing the results of interviews with research objects (Moloeng, 2004: 330) Triangulation can be done using different techniques (Nasution, 2003: 115), namely interviews, observations and documents. This triangulation is not only used to check the truth of the data, but also to enrich the data. According to Nasution, in addition, triangulation can also be useful to investigate the validity of researchers' interpretation of the data, therefore triangulation is reflective.

#### 3. Draw conclusions

The third analysis activity is drawing conclusions and verification. When data gathering activities are done, a qualitative analyzer starts to look up the meaning of objects, record regularity, patterns, explanations, possible configurations, causal threads, and propositions. The initially conclusions are not yet clearly increased into more detail. The conclusions of the "final" will appear dependent on the magnitude of the field record sets, the coding, the storage, and the re-search method used, the researcher's proficiency, and the lenders' demands, but often the conclusion It has often been formulated earlier from the beginning.

## RESEARCH RESULT AND DISCUSSION

This study uses a Purposive sampling technique. According to Sugiyono (2014; 53-54), purposive sampling is a data source sampling technique with certain considerations.

This study uses a purposive sampling technique so that the selected informant matches the required information.

The selected informants are:

1. Ari Nurkholis Aprianto as the barista of dewaji coffee with competency certification from the Indonesian Barista Professional Certification Institute from the National Professional Certification Agency (BNSP)
2. Aldy Novaldo as barista from percent by simply brew with a certification from The Specialty Coffee Association of Europe
3. Adhi as the owner of a coffee shop whose turnover is still under five hundred thousand rupiah / day
4. Asep continues as the owner of a coffee shop in the coffee market in Ujungberung area with a turnover of under five hundred thousand rupiah / day
5. Syifa Mic'raina is a student who is studying to be a barista in the coffee lab dewaji
6. Muhammad Pratama as the owner of the coffee box coffee shop in the end of Berung area with a turnover of under three hundred thousand rupiah

### Data Analysis and Discussion

#### 1. Barista Competence of coffee shops in Ujung Berung Bandung

Coffee is a drink that has been known thousands of years ago and is loved by people around the world, the trend and the coffee industry continues to move and evolve to meet the needs of community coffee consumption and fulfill the desire for the maximum taste of a cup of coffee. The era of coffee travel to date is divided into three major phases: first, second, and third era.

The first era emerged in the 1890s to 1960s marked by the emergence of various coffee packaging products, such as vacuum packaging for roasted coffee beans to instant coffee in canned or sachet packaging. Nestle with the brand Nescafe, Folgers with canned coffee, and Maxwell House Coffee are some of the big brands that mark this era, meanwhile, in the country marked by the presence of coffee shop fire. Important aspects developed in the first era are mass production and practicality of presentation. Although on the other hand there are many who criticize the quality of instant coffee.

The second era was marked by the emergence of coffee shops due to the poor quality of mass-produced coffee in the form of instant coffee, raising awareness of coffee connoisseurs and coffee industry players. The era that emerged in the late 1960s was marked by the emergence of coffee shops, including Starbucks worldwide. The espresso machine and espresso coffee are first popular at this stage. In this era, some people who consume instant coffee are starting to switch to consuming coffee served in coffee shops. Some others try to brew their own coffee at home. This is what marks the second era is the emergence of people's curiosity about the origin and quality of the coffee they consume.

The Third era began in the 1990s until today. The big sign of this third phase is the increasing number of people who process their coffee brew themselves at home using a variety of manual brewing equipment. More and more coffee shops have sprung up on relying on various types of coffee using manual brewing techniques, rather than just operating an espresso machine. Criticism in coffee connoisseurs is increasingly high on the origin and quality of the coffee that it will consume. They want to know the origin of the coffee produced, such as what is the quality, who processes it, to who roasts the coffee beans. Not only that, coffee connoisseurs also find out about specialty coffee and various terms related to the quality of a cup of coffee, such as aftertaste, body, acidity, bitterness, sweetness, until the aroma that appears.

Drinking coffee in the third era does not just want to feel the pleasure and usefulness, but also involves emotional and personal experiences with various parties that play a role in producing quality coffee. Concern for farmers producing quality coffee beans also emerged in this era with the increasing number of marketers of coffee beans competing to market quality coffee beans from each region without ignoring the welfare of their coffee farmers.

It was in this third era that coffee drinkers were no longer dominated by parents but young people or millennials had also started to become interested in coffee, not even as coffee connoisseurs but also as coffee businesses, especially by opening coffee shops. Included in the Ujungberung Bandung is now starting to emerge small coffee shops.

Along with the passage of time the small coffee shops have developed rapidly and there are also those who are beginning to fall one by one due to their small turnover every day.

Based on the results of interviews conducted by researchers, it can be seen that the competencies of baristas in coffee shops in the end of the Bandung area are still many who do not know the management of business management and what competencies must be possessed by baristas in coffee shops. So far, they only know how to make coffee without paying attention to the rules in making good and right coffee.

Some of them said that opening a coffee shop without knowledge of how to brew coffee in this third era, they opened a coffee shop because they were forced to fulfill their daily needs because they did not have other jobs.

## **2. Barista Performance Improvement Strategies coffee shops in Ujung Berung Bandung**

The increasing coffee shops from simple small to large and modern should be balanced with the increasing performance of the coffee shops, one of the factors that can increase the turnover of the coffee shops is the competence of the baristas, the better the performance of the baristas will be able to increase the turnover of the coffee shop, but in reality with the many coffee shops that are not matched by good barista standards especially in small coffee shops.

The level of standard baristas in these small coffee shops is still very minimal, this barista only makes coffee as perfunctory, even though someone already understands this third generation of coffee by selling manual brew coffee but it is still not maximal.

According to Ari and Aldy, which is a barista with national and international certification, they say that work as a barista is not just brewing coffee for customers, there are other things that must be considered.

It was also recognized by Adhi Barista and owner of the coffee shop that he himself initially opened a coffee shop or did not even understand how to make delicious coffee. In line with adhi, asep teja, who is a barista in coffee too, also faces the same obstacle, but he does not know how to be a real barista, even though this Asep has mastered how to make a manual brew that is loved by millennials in this third generation coffee era.

While Syifa said she did not want to be called a barista because she still did not know how to make delicious coffee because she still served sachet coffee.

Muhammad Pratama had mastered how to make manual brew and milk bases and he had already prepared several baristas but from the observations and interviews they were still focused on making coffee for customers while the other elements that their baristas had to do had not mastered it.



From interviews and field observations at the small coffee shops in the Ujungberung Bandung area, these baristas still do not know or even know what to master to become a reliable barista like Ari and Aldy.

The profession as a person who makes and serves coffee or what is known as a barista is also beginning to be loved. Not a few young people who choose to jump into a barista because they consider the profession to be a cool job.

Indonesia 2019 Barista Champion, Mikael Jasin explained that pursuing the profession as a barista is not an easy thing. Just like other professions, someone who pursues the world of baristas must also work hard.

"What is certain is that you have to work hard and learn a lot. Don't think of being a barista as an easy choice. If you want to dive in, study as deeply as possible and learn for competition. Don't just go outside," Mikael Jasin said at the media meeting after the 2019 Champions Hub press conference at Jakarta, Monday (4/3).

To improve the performance of baristas in these small coffee shops they need training and learning to become a qualified barista because a barista who is *handa* can not only brew coffee but must be able to master a number of things in accordance with the competence of a barista determined by the National Professional Certification Board (BNSP) for the barista sector, the Indonesian Barista Professional Certification Institute. The fields that must be mastered by a barista are:

1. Manage equipment and supplies
2. Manage work areas
3. Deal with customers
4. Operate the equipment
5. Developing coffee beverage products
6. Follow health, safety and security procedures at work
7. Deal with conflict situations
8. Communicate verbally in English at a basic operational level.

After learning the weaknesses and shortcomings of small coffee shops in the edge of Berung Bandung, researchers provided assistance to increase the turnover of the coffee shop by increasing the performance of the baristas by providing training.

The training provided is adjusted to the level of expertise that has been previously mastered. For those who have not been able to make or mix coffee, they follow basic barista training with material ranging from the history of coffee, processing of raw materials, mastery of both manual and machine tools. Meanwhile, the owners are given training for business management such as financial management, marketing and packaging of product designs.

### 3. Principles of Research Findings

Based on research that has been done, researchers found findings in the field obtained through observations, interviews, and document notes. The main findings of the research are as follows:

1. Baristas of small coffee shops there are those who don't know how to brew or mix good and right coffee
2. Baristas of small coffee shops don't know which coffee is good or not.
3. Barista small coffee shops do not know how to handle customers and cannot handle conflict situations
4. Although there are baristas who are able to make coffee using manual brew and milk base techniques, they still cannot win customers, so customers feel unimpressed at the coffee shop.
5. Barista small coffee shops still lack the ability to communicate with customers, especially in English.

## CONCLUSION

From this study, it can be concluded that barista small coffee shops in UjungBerung Bandung do not have the skills yet as a barista, their skills as baristas are still minimal because they only brew only *alakadanya* coffee.

They still have not mastered the coffee making equipment either manually or machine because it is not yet able to take part in the training as a barista like what has been obtained by Ari Nurkholis Aprianto and Aldy Novaldo.

Barista small coffee shops still need third parties to improve their skills in managing their coffee shops both for business management training and improving barist competence, because after all baristas at coffee shops are the spearhead for a coffee shop. Being a barista is not just making coffee for customers. Baristas must have high idealism for things they believe in and maintain, have good language skills, must be able to make their customers comfortable so they feel at home and feel like their own family so they become regular customers.

## SUGGESTIONS

1. Baristas in small coffee shops must be given minimal training for basic baristas so they can mix coffee menus properly and correctly.
2. Barista must be given quiet knowledge of coffee from its origins to the development of coffee until now.
3. Barista of small coffee shops that have mastered basic baristas must be given training for communication skills so that they are able to communicate well with customers, with good communication skills with customers automatically baristas can convey all knowledge and knowledge about coffee.

4. Barista must be able to maintain the cleanliness of the place where he works and the cleanliness of the equipment and drinking places used by customers in accordance with the standards of cleanliness.
5. Baristas must be friendly and humble people to be able to communicate well to customers who come.

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