

Employee performance evaluation of Coffee Neir Banjarmasin

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Abstract

This study aims to: (1) identify the current state of employee performance at Coffee Neir Banjarmasin, and (2) examine efforts to improve it. Using a qualitative research method, data were collected through observation, interviews, documentation, and literature review, then analyzed using a descriptive qualitative approach involving data reduction, data presentation, and conclusion drawing. The findings indicate that employee performance problems at Coffee Neir Banjarmasin occur across five key aspects: quality, quantity, timeliness, effectiveness, and independence. Quality issues are evident in inconsistent product taste, poor hygiene, and weak application of operational standards. Quantity problems arise from an inability to meet order volumes during peak hours, reducing both efficiency and customer satisfaction. Timeliness is affected by delays in task completion and poor time management. Work effectiveness is hindered by employees' limited ability to handle urgent situations, inefficient resource use, and difficulty adapting to change. Furthermore, low independence and a lack of initiative negatively impact operational efficiency. To address these issues, the study recommends continuous training, tighter supervision, improved time management systems, and stronger team coordination. Quality can be enhanced by strengthening employees' technical competencies, while productivity and punctuality can be supported through better resource management and the integration of technology. Moreover, effectiveness can be improved by developing multitasking abilities, optimizing limited resources, and empowering employees to work independently. These strategies are essential to enhance employee performance and overall service quality at Coffee Neir Banjarmasin.

Keywords: employee performance, descriptive, work quality

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1. Introduction

Humans are inherently social beings who cannot live in isolation. In their day-to-day lives, they constantly interact with one another, forming groups and working together to achieve both personal and collective goals. These interactions often take place in both formal and informal organizational settings. According to Hasibuan (2016), "An organization is a group of people who work together to achieve a specific goal." Each member of the organization is expected to contribute based on their respective roles and responsibilities, ensuring that the organization's objectives are met efficiently.

Within any organization, collaboration and division of tasks play a critical role in ensuring the smooth execution of programs. Effective communication and coordination between employees, management, and departments help maintain organizational efficiency. Sutrisno (2015) emphasizes that "Human resources are the most important asset in an organization, and their performance directly affects the organization's success." Therefore, managing human resources strategically becomes vital in maximizing their potential

and enhancing overall productivity.

Employee performance is a reflection of how well individuals fulfill the tasks assigned to them. It includes several dimensions such as quality, quantity, timeliness, and effectiveness. Mangkunegara (2013) defines performance as “the result of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to them.” Regular evaluation of employee performance allows organizations to identify weaknesses, assess progress, and implement appropriate improvement strategies.

Coffee Neir Banjarmasin is a local coffee shop that operates in a highly competitive food and beverage sector. Over the past three years, the company has experienced inconsistent sales trends, with a significant decline noted in 2024. This decline has raised concerns about internal operations, particularly in the area of human resource management. Preliminary observations suggest that employee performance may be a contributing factor to this downturn.

Field observations and interviews with management indicate several recurring issues among employees at Coffee Neir Banjarmasin. These issues include inconsistent service quality, delays in task execution, lack of initiative, and ineffective handling of customer complaints. Such problems point to deficiencies in both technical skills and soft skills, highlighting the need for targeted intervention. According to Rivai (2011), “Good performance is not only determined by ability but also by motivation and leadership that support employees in achieving their goals.”

One of the most pressing challenges is maintaining consistency in product quality and service. Variations in taste, hygiene standards, and customer service approaches have led to customer dissatisfaction. This lack of standardization is indicative of a weak operational framework and insufficient employee training. Robbins and Judge (2017) argue that “Performance improvement requires continuous development efforts supported by structured organizational practices.”

Another issue involves employee productivity and time management. Employees often struggle to keep up with customer demand during peak hours, which affects the overall efficiency and creates service delays. This indicates a lack of resource planning and ineffective time allocation. As Gibson, Ivancevich, and Donnelly (2006) point out, “Organizations need to invest in systems that help employees manage workload and improve decision-making under pressure.”

In terms of independence and initiative, many employees at Coffee Neir rely heavily on supervisors for guidance, showing limited ability to solve problems autonomously. This dependency slows down operations and prevents innovation. Empowering employees through decision-making training and delegation of authority is essential for fostering a proactive work culture. As stated by Robbins (2003), “Empowered employees take ownership of their tasks, leading to greater commitment and improved performance.”

Given these challenges, it is imperative for Coffee Neir Banjarmasin to implement performance improvement initiatives that address training, supervision, motivation, and work discipline. Strengthening technical and interpersonal skills through regular training, enhancing coordination among team members, and leveraging technology to streamline service processes are some of the potential strategies. Furthermore, performance incentives, clear job descriptions, and leadership development can also help in boosting employee morale and effectiveness.

Therefore, this study aims to: (1) determine the current performance level of employees at Coffee Neir Banjarmasin, and (2) analyze the efforts that can be taken to enhance employee performance. By focusing on internal human resource development, the company is expected to overcome operational inefficiencies and regain its competitive advantage in the market.

2. Research Design and Method

This study uses descriptive techniques to describe the phenomena occurring in the research object, both current and past. The operationalization of the variables used in this study includes evaluation of performance, work quality, work quantity, timeliness, effectiveness, and independence, all of which are measured by clear indicators in accordance with established standards (Widyaningrum, 2020; Arraniri, et al., 2021). The study population consisted of 12 people, including the owner, employees, and consumers of Coffee Neir Banjarmasin, who were taken as samples using a purposive sampling technique. The data used in this study are qualitative data obtained through interviews, observations, and documentation, with qualitative descriptive analysis techniques to summarize and present data systematically and draw conclusions based on the phenomena found in the field.

3. Results and Discussion

Employee Performance at Coffee Neir Banjarmasin

Work quality

Based on interviews, the issues faced by Coffee Neir Banjarmasin related to work quality lie in the accuracy and cleanliness of the product. Customer complaints regarding cleanliness, such as finding hair in food, indicate a lack of quality control over the cleanliness of the dishes. Furthermore, inconsistent tastes in the beverages produced indicate a lack of accuracy in the manufacturing process. These issues can affect customer satisfaction and potentially damage the business's image if not promptly addressed.

Further issues relate to the implementation of quality standards and coordination among employees. Employees are perceived to be less attentive to quality standards, particularly in maintaining consistent taste and food hygiene, which is exacerbated by poor communication and coordination, particularly during peak hours. The lack of quality checks before serving products is also a major factor in errors in serving, which leads to customer complaints. This indicates that existing standard operating procedures (SOPs) have not been effectively implemented by all staff. Furthermore, employee skills in using equipment and raw materials are also a significant issue. Some staff, especially newer ones, have not fully mastered standard cooking techniques or recipes, which affects the taste and quality of the products. Furthermore, the lack of regular training programs for skills development compounds this problem. Without structured training, it is difficult for employees to improve their competencies, ultimately resulting in a decline in the quality of service and products offered to customers.

Quantity

Based on interviews, the problem related to employee work quantity at Coffee Neir Banjarmasin is the inability to meet order targets within a single shift, especially during peak hours. Employees often struggle to complete orders quickly and on time, resulting in delays in service. This indicates a barrier to work efficiency, which directly impacts customer satisfaction and disrupts the smooth running of daily operations. Furthermore, there are challenges in completing daily tasks according to management's standards. Many employees lack effective time management skills, leading to delays in task completion. When the workload increases, employees tend to panic, resulting in decreased productivity. Lack of training in managing work pressure and poor coordination between teams exacerbate this situation, necessitating efforts to improve stress management and teamwork skills. Another issue that arises relates to work speed, which impacts product quality.

In an effort to expedite order fulfillment, employees often sacrifice quality, such as inconsistent beverage flavors or undercooked food. This indicates that work quantity efficiency has not been balanced with expected quality standards. As a result, operations become less than optimal, with service delays and customer dissatisfaction that can harm Coffee Neir Banjarmasin's reputation.

Punctuality

Based on interviews, the challenges faced by Coffee Neir Banjarmasin relate to the timely completion of tasks. Many employees are unable to complete their tasks within the designated timeframe, particularly during the morning shift or opening hours. Late employee arrivals hamper operational readiness, which directly impacts service efficiency at the start of the day. As a result, the preparation process is hampered, impacting the smooth running of customer service from the start of operations. Furthermore, there are challenges in managing work hours during shifts. Employees are deemed inefficient in managing their time, resulting in some orders being served late, or even missed. The inability to handle urgent or large orders indicates a lack of effective time management skills. This situation leads to slow service and negatively impacts customer satisfaction. This situation is exacerbated when pressure increases during peak hours, resulting in decreased productivity and service quality. Another issue relates to suboptimal management support in ensuring punctuality.

Lack of supervision and coaching from management means employees lack a full awareness of the importance of punctuality. Training related to time management and work discipline has not been implemented effectively, resulting in employees being unable to manage their work rhythm effectively. Without adequate support and guidance, these issues will persist, disrupting operations and tarnishing Coffee Neir Banjarmasin's image among customers. This aligns with Robbins' (2022) definition of punctuality, which encompasses the efficient use of available time to complete tasks and achieve optimal output. With clear procedures and effective time management, Coffee Neir employees can improve operational efficiency, ultimately resulting in prompt and satisfying service, as recognized by consumers.

Effectiveness

Based on interviews, the main challenge faced by Coffee Neir Banjarmasin in terms of employee effectiveness lies in their ability to overcome operational challenges. Employees are deemed unable to respond quickly and effectively to problems, especially when faced with situations requiring immediate action or sudden changes in work procedures. This situation indicates a lack of preparedness to deal with unexpected situations, which can disrupt smooth operations and reduce service quality. Furthermore, there are obstacles to efficient resource utilization and multitasking capabilities.

Employees often fail to maximize available resources due to poor coordination and a lack of initiative, resulting in wasted time and energy. The inability to manage multitasking and collaboration between teams further worsens the workflow, resulting in delays in order fulfillment and reduced operational efficiency. This problem becomes more pronounced during busy periods, when work demands increase and effective coordination becomes crucial. Another significant issue is the lack of adaptation to new procedures or changes in work systems. Employees often struggle to adapt to changes, leading to confusion, decreased efficiency, and decreased service quality. Furthermore, when faced with limited resources or time, employees tend to fail to achieve desired results due to a lack of initiative and ineffective time management. This highlights the need for more intensive training and the development of adaptability skills to enable employees to work more effectively in a variety of situations.

Independence

Based on interviews, the main problem related to employee independence at Coffee Neir Banjarmasin is their low ability to work without direct supervision from their superiors. Employees tend to rely on directions and fail to demonstrate initiative in completing tasks independently. This dependency hinders operational efficiency, as superiors must constantly provide instructions, reducing the time available to focus on more strategic managerial responsibilities.

Furthermore, a lack of initiative and independent decision-making is a significant obstacle.

Employees often wait for orders to complete tasks or take action, even in situations that could be resolved without superior intervention. This condition leads to less smooth operations, especially when faced with sudden problems that require quick decisions. The inability to make independent decisions reflects a lack of responsibility and confidence in carrying out tasks. Another issue that arises is the inability to manage time and responsibilities independently. Employees often complete tasks late and remain dependent on the assistance of others, indicating weak time management skills and individual responsibility. This is further exacerbated when employees face emergency situations, where they tend to wait for instructions rather than act quickly. This lack of independence impacts operational smoothness and has the potential to reduce the efficiency of customer service.

Efforts to Improve Coffee Neir Banjarmasin Employee Performance

Work Quality

Efforts to improve Coffee Neir Banjarmasin employee performance should focus on improving work quality through continuous training and stricter oversight of operational procedures. Although clear procedures and regular quality checks are in place, it is crucial to ensure that each employee possesses adequate technical skills, particularly in the use of equipment and raw materials, which are crucial to product and service quality.

Robbins (2022) states that work quality reflects an employee's ability to complete tasks effectively and according to established standards. Therefore, to maintain or even improve work quality, Coffee Neir needs to ensure that each employee continues to receive appropriate training and that established quality standards are strictly monitored. Furthermore, to improve work quantity and punctuality, Coffee Neir Banjarmasin can optimize time management and team coordination.

Robbins (2022) states that work quantity is related to the amount of output produced, which in this case is the number of orders that can be completed in a single shift. By improving work process efficiency and implementing better monitoring systems, employees can remain productive despite increased order volumes. Furthermore, ensuring timely order completion is also crucial, and this can be achieved by strengthening time management procedures and supporting employees to work more efficiently without sacrificing quality. All of this will contribute to higher performance and improved customer satisfaction.

Quantity

To improve employee performance at Coffee Neir Banjarmasin, efforts need to be made to strengthen training and team coordination to prepare for greater challenges, especially when order volume increases. Although employees are already capable of meeting order targets efficiently, Robbins (2022) suggests that work quantity must be correlated with the amount of output produced, which in this case is the number of orders that can be completed in a single shift. To ensure high productivity, management needs to continuously optimize training, focusing on developing employees' ability to work under pressure and increasing work efficiency. Furthermore, regular evaluations of work processes are necessary to identify areas for improvement to increase employee productivity without sacrificing quality. Furthermore, improved monitoring systems and a more structured workflow will help employees maintain smooth operations and increase efficiency.

As explained by Robbins (2022), work efficiency is crucial for achieving maximum results, both in terms of quality and quantity. Therefore, Coffee Neir needs to ensure that each employee has sufficient access to the necessary resources and team support, especially when facing increased order volume. Implementing technology that supports more efficient order management and a clearer division of tasks can speed up the service process, maintain product quality, and expedite service, which will ultimately increase customer satisfaction.

Punctuality

To improve employee performance at Coffee Neir Banjarmasin regarding punctuality, the first step is to ensure existing systems are continuously updated and equipped with more efficient procedures to cope with busier situations. As explained by Robbins (2022), punctuality encompasses the ability to complete tasks within the allotted time while maximizing available time for other activities. Management should continue to provide training that focuses not only on technical skills but also on better time management, including improved coordination between teams. Furthermore, regular evaluations of existing time management methods and procedures are necessary to ensure that employees can continue to work quickly and efficiently, especially when faced with a surge in orders. Furthermore, to maintain and improve punctuality, management needs to continue supporting employees by providing adequate tools and more flexible shift arrangements to handle higher workloads.

This aligns with Robbins (2022), who emphasized the importance of maximizing available time and good coordination among team members to achieve optimal output. Management should also consider using more supportive technology in order management, allowing employees to complete tasks more quickly without sacrificing quality. With full support from management, employees will feel more organized and ready to face existing challenges, so that punctuality can be better maintained and customer satisfaction can be increased.

Effectiveness

To improve employee effectiveness at Coffee Neir Banjarmasin, management needs to continuously strengthen training focused on resource management and multitasking skills. As explained by Robbins (2022), effectiveness measures the extent to which resources such as labor, equipment, and raw materials are optimally utilized to achieve desired results. Management must provide training that not only improves technical skills but also employees' ability to manage and maximize limited resources. Furthermore, clearly evaluating and updating operational procedures is crucial to ensure employees can work efficiently, overcome existing challenges, and maintain service quality.

Furthermore, to further enhance effectiveness, management needs to emphasize the importance of better team coordination in multitasking situations. When workloads increase or operational conditions change, employees' ability to adapt and collaborate effectively is crucial. Providing more supportive technology and adequate tools will help employees better cope with resource constraints. By providing the right support, employees will be better able to maintain service quality, improve operational efficiency, and ensure customer satisfaction, even when facing various operational challenges.

Independence

To improve employee performance at Coffee Neir Banjarmasin, management should continue to strengthen the existing culture of empowerment and trust by providing opportunities for employees to develop their independence. As explained by Robbins (2022), independence encompasses an employee's ability to perform tasks without direct supervision and take responsibility for their work. By providing employees with greater freedom in decision-making, they will be better able to work efficiently and independently, which in turn increases productivity.

Training and skills development focused on time management and problem-solving also need to be strengthened so that employees can better handle emergencies or operational constraints. Furthermore, to further enhance independence, it is crucial for management to continue providing appropriate support, including adequate work tools and clear procedures. By supporting employees in developing their abilities to overcome challenges quickly and effectively, management can create a more efficient and positive work environment.

This trust will increase employee commitment, as Robbins (2022) noted, indicating that highly committed employees are more dedicated to the company and their tasks. This not only supports individual performance but also strengthens team collaboration and leads to more consistent service quality.

4. Conclusions

Employee performance issues at Coffee Neir Banjarmasin encompass five main aspects: quality, quantity, timeliness, effectiveness, and independence. Quality issues stem from inconsistent taste, poor product hygiene, and weak implementation of operational standards. In terms of quantity, employees struggle to meet order targets, especially during peak hours, impacting work efficiency and customer satisfaction. In terms of timeliness, delays in task completion and poor time management hinder smooth operations. Employee effectiveness is also hampered by a weak ability to deal with urgent situations, inefficient use of resources, and difficulty adapting to change. Furthermore, low levels of independence, initiative, and independent decision-making impair operational efficiency.

To improve employee performance at Coffee Neir Banjarmasin, several efforts need to be implemented, focusing on strengthening ongoing training, ensuring strict supervision, and optimizing time management and team coordination. Improved work quality can be achieved by ensuring adequate employee technical skills, while quantity and timeliness can be improved through more efficient resource management and the use of supporting technology. Furthermore, work effectiveness needs to be strengthened with training in multitasking and managing limited resources, as well as empowering employees to increase their independence in their work. With adequate management support, employees will be better able to face operational challenges, maintain service quality, and increase productivity.

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