

The Influence of Human Relation, Work Experience and Work Shifts on Barista Performance at PT. XYZ

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ABSTRACT

Barista performance plays an important role in the food and beverage industry, as it directly affects service quality and customer satisfaction. This study aims to analyze the influence of interpersonal relationships, work experience, and work schedules on barista performance using a quantitative approach. Data were collected from 42 baristas through saturated sampling techniques and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The results show that interpersonal relationships and work schedules have a positive and significant influence on barista performance, while work experience does not have a significant influence. These findings confirm that harmonious working relationships and effective work schedule management are more important factors in improving barista performance than work experience alone in the context of service.

INTRODUCTION

Human resources (HR) play a strategic role in determining organizational effectiveness, especially in service-oriented industries, where employee performance directly affects customer satisfaction. In a highly competitive business environment, organizations are increasingly required to manage human resources effectively in order to maintain service quality and operational sustainability. However, the diversity of employees' backgrounds, education levels, and personal characteristics often poses managerial challenges that can affect work coordination and performance if not managed properly.

Employee performance reflects the extent to which individuals are able to complete tasks in accordance with organizational standards, both in terms of quality and quantity of work. High-performing employees are very important to organizations because they contribute significantly to the productivity and overall performance of the organization (Kasran, n.d.). This issue is even more critical in the food and beverage industry, which is part of the hospitality sector and is highly dependent on service quality and direct interaction between employees and customers.

The rapid growth of cafes in Indonesia, especially in big cities such as Surabaya, has intensified competition in the food and beverage industry. The cafe business has grown in various scales, ranging from small local businesses to large international chains (Fauzi et al., 2022). Along with the expansion of PT. XYZ branches in Surabaya, maintaining employee performance has become a major challenge to ensure consistent service quality and operational effectiveness.

However, internal observations and interview results show a decline in employee performance at PT. XYZ. This is reflected in sales realization data, which fell from 88.12% in 2022 to 87.68% in 2023 and plummeted sharply to 69.41% in 2024. This downward trend indicates internal issues related to employee performance that could directly impact the company's revenue and sustainability. One of the factors suspected to be the main cause is the suboptimal performance of employees, resulting in sales targets not being maximally achieved. This decline in performance is also reflected in the increasing number of negative reviews on the Google Maps platform. A number of customers expressed dissatisfaction with the cleanliness of the service area and complained about the attitude of employees, which they considered unfriendly. As a result, there was a decline in customer ratings, as indicated by the dominance of low ratings. These findings show the need for strategic steps to improve employee performance in line with the standards and expectations set by company management.

Previous studies suggest that employee performance can be influenced by several factors, including interpersonal relationships, work experience, and shift arrangements. Interpersonal relationships play an important role in facilitating effective communication and cooperation among employees, especially in shift-based work environments. Suryati et al. (2022) found that interpersonal relationships have a positive and significant effect on employee performance. In addition, work experience is believed to contribute to performance through the accumulation of technical and non-technical skills, as supported by Apriyani and

Siagian (2023), who reported a positive and significant relationship between work experience and employee performance.

However, findings related to shift work arrangements remain inconsistent. Firmansyah et al. (2022) reported that shift work had no significant effect on employee performance, while Arini (2021) found the opposite result, showing a positive and significant effect. These conflicting findings highlight the need for further research, especially in the context of the food and beverage industry.

Based on existing phenomena and inconsistencies in previous research findings, this study aims to analyze the influence of interpersonal relationships, work experience, and work shifts on employee performance at PT. XYZ. Focusing on baristas as frontline service employees, this study aims to provide empirical evidence to clarify the role of these factors in shaping performance in a highly competitive service environment.

THEORETICAL REVIEW

The Influence of Human Relations on Employee Performance

Human relations are one of the fundamental aspects of organizational success because they serve as a link between employees and their colleagues and superiors. Furthermore, (Lengkey et al., 2023) emphasize that human relations are an important element in successful communication, both individually and in groups, as well as a means of creating harmonious relationships between leaders and employees and increasing job satisfaction.

The success of an organization in producing optimal performance requires harmonious human relations. Human relations play an important role in creating a conducive work climate through collaboration and good interaction between individuals within the organization. Such collaboration is formed from a shared awareness of the goals to be achieved.

Research by (Suardani and Kawiana, 2022) proves that interpersonal relationships have a positive and significant influence on employee performance. There are four indicators of interpersonal relationships, namely: communication; guidance; openness; and mutual respect.

H1: Human Relations has a positive and significant influence on Employee Performance PT. XYZ.

The Influence of Human Relations on Work Experience

Experience is formed through direct involvement and appreciation of work, which results in skills and values that are inherent to individuals. According to (Bramantri & Saputro, 2024), work experience can be defined as the level of knowledge and skills measured based on an individual's length of service and the quality of their competencies. Experience is the accumulation of learning from various events that individuals go through in their life journey.

In organizations, work experience plays a role in increasing the effectiveness of human resources, both in producing more optimal work output for the company and in encouraging employee productivity. A number of previous studies, such as those conducted by Efendi and Winenriandhika (2021)

and Kasyifillah and Prijati (2023), show that work experience has a significant influence on employee performance. According to (Ilham, 2022), there are three indicators of work experience, namely: the length of time a person has been working; the quality of understanding and work ability; and the level of mastery of work procedures.

H2: Work Experience has a positive and significant influence on Employee Performance PT. XYZ.

The Influence of Human Relations on Work Shift

The work shift system is a scheduling system that divides working hours into several categories, generally morning, afternoon, and night, with the aim of maintaining the efficiency and productivity of the company for 24 hours. Irregular work shift scheduling can cause fatigue in employees, thereby impacting productivity and performance. Conversely, well-planned work shift arrangements can maintain work stability and improve employee performance.

Research conducted by (Ernawati et al., 2023) proves that there is a positive and significant influence between work shifts and employee performance. Therefore, work shift scheduling needs to be optimized in order to improve employee performance. According to (Syahrizal et al., 2023), there are five shift work indicators, namely: Rest time; Shift rotation direction; Rotation speed; Number of teams; and Shift duration.

H3: Work Shift has a positive and significant influence on Employee Performance PT. XYZ.

Conceptual Framework

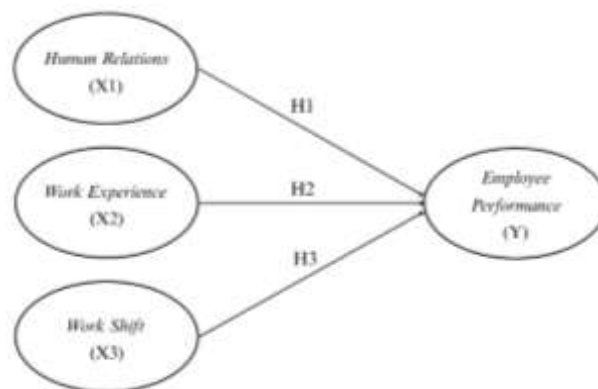


Figure 1. Conceptual Framework

METHODOLOGY

This study applies a quantitative approach to analyze the influence of Human Relations, Work Experience, and Work Shifts on Barista Performance at PT. XYZ. Data was obtained through observation, interviews, documentation, and data collection was carried out by distributing a Google Form-based questionnaire using a Likert scale to respondents who met the research criteria. Sampling was conducted using nonprobability sampling through a saturated sampling technique, involving 42 respondents, all of whom were baristas in the operational department. Data analysis was performed using the Structural

Equation Modeling (SEM) method through the Partial Least Square (PLS) approach.

RESULTS

Convergent Validity

Based on the validity test of the indicators, the Factor Loading values for each variable against the indicators were taken into consideration. An indicator is considered valid if it has a Factor Loading value above 0.7, as this indicates a strong correlation between the indicator and the variable being measured. Based on the analysis results, all reflective indicators of each variable have Factor Loading values (original sample) exceeding 0.7. Thus, all indicators meet the Convergent Validity criteria and are declared valid.

Discriminant Validity

Based on the analysis, all reflective indicators in the variables of Human Relations, Work Experience, Work Shifts, and Employee Performance show Factor Loading values (original sample) greater than 0.7. Thus, all indicators have met the Convergent Validity criteria and can be declared valid.

Composite Reliability

The reliability of a construct is assessed through its Composite Reliability score, whereby a construct can be declared reliable if it has a value greater than 0.70. A value exceeding this threshold indicates that the indicator has a good level of stability in measuring latent variables.

Table 1. Composite Reliability

	<i>Composite Reliability</i>
Human Relations (X1)	0.863
Work Experience (X2)	0.862
Work Shifts (X3)	0.889
Employee Performance (Y)	0.902

Based on the analysis results, all variables in this study obtained a Composite Reliability value above 0.70, so it can be concluded that all variables meet the reliability criteria.

R-Square

Table 2. R-Square

	<i>R-square</i>	<i>R-square Adjusted</i>
Employee Performance (Y)	0.542	0.506

In this study, the R² value obtained was 0.542, indicating that the model was able to explain 54.20% of the Employee Performance variable, while the remaining 45.80% was influenced by factors other than the variables of Human Relations, Work Experience, and Work Shifts, as well as error. Thus, the contribution of Human Relations, Work Experience, and Work Shift to Employee Performance is 54.20%, while the remaining 45.80% is explained by other variables not covered in this research model.

Table 3. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Human Relations (X1) -> Employee Performance (Y)	0.352	0.345	0.131	2.692	0.007
Work Experience (X2) -> Employee Performance (Y)	0.130	0.143	0.135	0.966	0.334
Work Shift (X3) -> Employee Performance (Y)	0.505	0.509	0.095	5.330	0.000

Hypothesis 1 : Human Relations (X1) has a positive effect on Employee Performance (Y). The results show a path coefficient of 0.352 with a T-Statistic value of 2.692 (> 1.96) and a P-value of 0.007 (< 0.05). Thus, the hypothesis can be accepted, so that Human Relations are declared to have a positive and significant effect on Employee Performance.

Hypothesis 2 : Work Experience (X2) does not have an effect on Employee Performance (Y). The results show a path coefficient of 0.130 with a T-Statistic of 0.966 (< 1.96) and a P-value of 0.334 (> 0.05). Therefore, the hypothesis is rejected, indicating that Work Experience does not have a significant effect on Employee Performance.

Hypothesis 3 : Work Shift (X3) has a positive effect on Employee Performance (Y). The results of the study show a path coefficient of 0.505 with a T-Statistic value of 5.330 (> 1.96) and a P-value of 0.000 (< 0.05). Thus, the hypothesis is accepted, which means that Work Shift has a positive and significant effect on Employee Performance.

DISCUSSION

The Influence of Human Relations on Employee Performance

The results of the study show that human relations contribute positively to employee performance at PT. XYZ. Descriptive analysis reveals that the highest indicator is in the aspect of mutual respect, which reflects a good interpersonal culture among employees. However, open communication with superiors and coordination between shifts is still not optimal. This fact is in line with the situation

in the field, where the absence of a routine briefing mechanism between shifts has led to miscommunication, such as information related to stock and work instructions not being conveyed properly. The impact of this situation includes work inefficiency, the potential for repeated errors, and a decline in service quality.

This finding is also supported by respondents' responses emphasizing the importance of complete information for performing tasks in accordance with procedures and work standards. Therefore, even though personal relationships among employees are already quite good, strengthening human relations needs to focus on improving open communication with superiors and providing mechanisms for regular briefings between shifts. These efforts are important for maintaining the smooth flow of information, improving coordination, and ensuring consistent implementation of tasks in accordance with standards.

The conclusions of this study are in agreement with the findings of (Mayliza, R., & Gilang, 2024) and (Erwin & Nurhadi, 2022), which show that human relations have a significant positive influence on employee performance. In other words, the better the interpersonal relationships within an organization, the higher the motivation, work ethic, and effectiveness in achieving organizational goals.

The Impact of Work Experience on Employee Performance

The outcomes of the study suggest that work experience does not have a significant effect on employee performance at PT. XYZ. Descriptive analysis shows that the indicator with the highest percentage is assignment to work, which reflects that the majority of employees consider the tasks they perform to be in line with the job description set by the company. This indicates that employees understand their core responsibilities.

However, suitability for the job description is not enough to significantly improve performance because the work experience possessed is generally still general in the food and beverage (FnB) industry, not specific experience in the specialty coffee field. The recruitment process at PT. XYZ also does not require specific technical skills, but only general experience as barista. Since PT. XYZ is not a specialty coffee shop, technical skills such as latte art or in-depth knowledge of coffee beans are not the main focus. As a result, even though employees have worked according to their job descriptions, their work experience has not had a tangible impact on improving performance.

These findings are consistent with studies by Hartanti & Kustini (2023) and Kitta et al. (2023), which state that work experience does not have a significant effect on employee performance. However, these results differ from the study by Fersinata & Sitohang (2022), which found a positive and significant relationship between work experience and performance.

The Influence of Work Shifts on Employee Performance

From the results of the study, it can be concluded that work shifts contribute positively and significantly to improving employee performance at PT. XYZ. Descriptive analysis shows that the indicator with the highest percentage is the number of teams or workers in each shift. This leads to the conclusion that

adequate workforce distribution facilitates coordination, streamlines workload distribution, and reduces the risk of fatigue, thereby supporting smooth operations and maintaining service quality.

However, the phenomenon in the field shows that there are obstacles in the form of shift jumping practices and uncertainty regarding rest schedules. These conditions have an impact on the quality of sleep and stamina of employees, which in turn can affect their performance. Thus, even though an adequate number of workers supports performance, its effectiveness will be reduced if shift rotations and rest schedules are not managed properly.

These findings are in line with research (Syahrizal et al., 2023) and (Ernawati et al., 2023) which prove that work shifts have a positive and significant effect on performance. Therefore, the implementation of a regular shift system is very important to improve the quality and quantity of employee work. Conversely, overly rapid and complex rotations have the potential to reduce performance because employees find it difficult to adjust their work and rest times.

CONCLUSIONS AND RECOMMENDATIONS

The conclusion of this study shows that Human Relations and Work Shifts play a positive role in improving Employee Performance at PT. XYZ, while Work Experience does not contribute to Employee Performance. These findings indicate that employee performance is more influenced by the quality of interpersonal relationships, mutual respect, and effective shift distribution than by length of work experience. However, there are still obstacles such as limited cross-shift communication, shift jumping, and uncertainty regarding break schedules that can reduce performance. Thus, improving the quality of work relationships and better shift schedule management are important factors in optimizing employee performance.

FURTHER STUDY

Recommendations for further research include expanding the research subjects and locations so that the results obtained are more representative and can be generalized. In addition, future researchers can add other variables such as workload, motivation, job satisfaction, and leadership style that have the potential to affect employee performance. The use of mixed methods research can also be considered in order to obtain a more comprehensive picture, both quantitatively and qualitatively.

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