

## **SWOT Analysis Of The Effectiveness Of The Recruitment and Selection Strategy at “Toko Kopi Tengah Kota”**

**Syalsa Christy Yastafifna<sup>1\*</sup>, Ahmad Nizar Yogatama<sup>2</sup>**

<sup>1,2</sup>Institut Teknologi dan Bisnis Asia Malang

Jl. Soekarno Hatta – Rembuksari 1A, Mojolangu, Kec. Lowokwaru, Kota Malang,  
Jawa Timur

\*Email: [syalsacy@gmail.com](mailto:syalsacy@gmail.com)

### **ABSTRACT.**

In the context of Indonesia’s growing coffee shop industry, ensuring the quality of baristas is crucial. The recruitment and selection process is vital to achieving this goal. This study evaluates the effectiveness of recruitment and selection strategies at Toko Kopi Tengah Kota using SWOT analysis. The qualitative descriptive research design employs the IFE Matrix and EFE Matrix for analysis. The results indicate that the recruitment and selection strategies are highly effective, with IFE and EFE matrix scores of 2.89 and 2.75, respectively. The weight score from SWOT analysis quadrants places Toko Kopi Tengah Kota in quadrant I, indicating a strong internal foundation and responsiveness to opportunities and threats. This suggests a growth-oriented strategy, emphasizing the company’s internal strengths and ability to adapt to external factors. The study highlights the importance of effective recruitment and selection processes in achieving business success.

**Keywords** :strategic, recruitment, selection, SWOT analysis

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### INTRODUCTION

The continuous growth of the coffee shop business in Indonesia demands an increase in the quality of baristas, not only their technical skills, but also their personality (Hermanto B; Agustian M, 2023; Manggu & Beni, 2023). In this context, the recruitment and selection process is important in order to obtain the appropriate quality of baristas. However, each recruitment and selection strategy must be tailored to the context and needs of each coffee shop, so further research is needed to understand how these strategies can be effectively implemented in coffee shops in Indonesia.

Based on the pre-survey, the recruitment and selection of baristas in coffee shops has several stages, namely the submission of applications and CVs, the selection process by the shipowner and finally the placement. First, barista candidates must prepare a Curriculum Vitae and a job application letter that shows expertise in the field of coffee. Next, the CV and cover letter will be selected by the coffee shop to select the barista with the best quality coffee expertise. Finally, the accepted barista will be placed in the coffee shop (Susilowati et al., 2023). The interesting thing that the researcher observed is that the majority of barista are self-taught and do not yet have a license as a barista. Therefore, barista training is an important part of quality improvement. However, any improvement must consider the financial capability of each coffee shop.

**Table 1.** Coffee Shops in Jombang

No.	Coffee Shop	Baristas
1	Epidemikopi	4
2	Es Semu	5
3	Hakui	4
4	Do.gel	3
5	Kedai Kopi Kartika	3
6	Comu Coffee	3
7	Coffeematters	4
8	Bungah	3
9	Latub	3
10	Toko Kopi Tengah Kota	5

**Source :** processed by researchers, 2024.

Among the coffee shops in Jombang City, TokoKopiTengahKota is a coffee shop established in 2020, located on JalanJaksaAgungSuprpto Number.27 Jombang, East Java. This coffee shop offers a diverse menu, including coffee, non-coffee, and mixology drinks. The role of the barista is very important to ensure that the drinks served are in accordance with the promised quality.

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Picture 1. Toko Kopi Tengah Kota’s Barista

Coffee shops must pay attention to the selection of baristas because baristas are the heart of coffee shop operations (Aldisa, 2023; Syafira, 2023). The barista is directly responsible for making the coffee, and the quality of the coffee served can affect the reputation of the coffee shop (Andjani IF, 2023; Radiansyah et al., 2023). A good barista not only has the knowledge and technical skills to make coffee but also the knowledge of different types of coffee beans, the best way to process them, and how to serve them. Therefore, a rigorous barista recruitment and selection strategy is essential



Picture 2. Toko Kopi Tengah Kota’s Job Vacancies

The fact is that barista recruitment has not been able to run optimally. This is because the profession of barista is considered by the majority of prospective workers to be a side job and a spare-time filler. Toko Kopi Tengah Kota itself takes 6 months just to get candidates and has not yet selected existing baristas, so the majority who are accepted are baristas who are self-taught enough to make coffee.

The researcher considered that SWOT analysis, which involves evaluating Strengths, Weaknesses, Opportunities and Threats, could be the key to determining the right recruitment and selection strategy. In general, the strength of the recruitment and selection process to get the best barista candidates is due to the reputation of the coffee shop and the equipment it owns. The weaknesses is the limited barista training. However,

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the opportunity for the best barista candidates in the labor market is large because Jombang City has a new trend in the coffee industry, namely FOMO (Fear Of Missing Out) an the hype of coffee in Jombang, while the threat is the increase in barista quality that is not followed by the development of the coffee industry in Jombang City.

By understanding each factor in SWOT, this study aims to determine the recruitment and selection strategy of baristas. If the coffee shop has a good reputation, quality baristas will be easier to obtain. However, the limited number of HR is also makes it difficult to find the best barista candidates.

### METHOD

The qualitative method is the method chosen in this research. The object of this research is Toko Kopi Tengah Kota coffee shop, which is located at Jalan Jaksa Agung Suprpto No.27, Jombang, East Java. The subjects of this research consisted of several parties, including the owner and barista of Toko Kopi Tengah Kota coffee shop.

**Table 2.** Research Informants

No.	Informants	Description
1	Fahris Sohibatul	<i>Owner, Trainer Barista</i> Usia 23 th
2	M. As’adul Ibad	<i>Owner</i> , Usia 24 th
3	Ayyub Aditjondro	<i>Barista Senior, Trainer Barista</i> , Usia 23 th
4	Rehan Anelka	<i>Barista Senior</i> , Usia 23 th
5	Mufida Zamrotul	<i>Barista Senior</i> , Usia 22 th
6	Fardine Firdausa	<i>Barista Senior</i> , Usia 25 th
7	Berliano Yusuf	<i>Barista New</i> , Susia 24 th

**Source :** Toko Kopi Tengah Kota, 2024.

The owners, Fahris and Ibad, act as the main people in charge of the business as a whole, so they are both considered very suitable as the main informants of the research, especially since Fahris also acts as a barista trainer, so he is very good at coffee processing techniques. Senior baristas, consisting of four parties, acted as additional informants in the research because, as fellow baristas, they certainly understand the ins and outs of working as baristas. Finally, the junior barista, Berliano, is a newly recruited barista. The research instrument used was observation at Toko Kopi Tengah Kota for 6 months, from September 2023 to February 2024. The next instrument is an interview using a semi-structured interview to get comprehensive answers so that each part of the SWOT can be filled in properly related to the barista recruitment and selection process.

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**Table 3.** Semi-Structured Interviews

No.	Question	Informants
1	What is the recruitment and selection process for baristas at Toko Kopi Tengah Kota?	Owner
2	What are the main criteria to look for when recruiting baristas?	Owner, Senior Barista
3	How do you assess the technical skills of prospective baristas during the selection process?	Owner, Senior Barista
4	What steps do you take to ensure that the baristas you recruit will fit in with the work culture at Toko Kopi Tengah Kota?	Owner, Senior Barista
5	How do you handle situations where the hired barista does not meet expectations?	Owner, Senior Barista
6	Why are you interested in becoming a barista?	Junior Barista
7	What is your previous experience with making coffee?	Junior Barista
8	How would you handle a situation where a customer is not satisfied with the coffee you make?	Junior Barista
9	What is your favorite type of coffee to make, and why?	Junior Barista
10	How do you maintain the quality of the coffee you make consistently?	Junior Barista

**Source :** processed by researchers, 2024.

The interview was conducted face-to-face to find out the informant’s expression when answering each informant’s question. The data analysis techniques used in this research are IFE and EFE analysis to comprehensively understand the strengths and weaknesses of the barista recruitment and selection process, and SWOT analysis to determine the optimal recruitment and selection strategy for Toko Kopi Tengah Kota.

## RESULTS

### IFE Matrix Analysis (Internal Factor Evaluation)

The IFE matrix is used to determine how important internal factors are contained in the company. The IFE matrix shows the company's internal conditions in the form of strengths and weaknesses, which are calculated based on ratings and weights (Astuti Annisa ; Ratnawati Shinta, 2020).

**Table 4.** IFE Matrix

No.	Descriptions	Weight	Rating	Score
Strengths				
1	Has a barista trainer, namely the owner and senior barista.	0.15	4	0.6
2	The only coffee shop that has a Ferratti Ferro FCM3200DX single-group machine	0.2	3	0.6
3	Barista’s salary is guaranteed directly by the	0.1	2	0.2

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	owner			
4	The barista will be trained about signature coffee (a unique product of the downtown coffee shop).	0.08	4	0.32
5	Baristas are included in barista competitions between coffee shops.	0.12	1	0.12
<b>Total Strengths</b>		<b>0.65</b>		<b>1.84</b>
<b>Weaknesses</b>				
1	Baristas do not have special trainers.	0.11	4	0.44
2	The majority of baristas learn to process coffee by themselves.	0.05	2	0.1
3	There is no special education for baristas	0.05	1	0.05
4	Baristas are dominated by men.	0.1	3	0.3
5	Currently, the barista profession is still less attractive to the general public, even among coffee lovers.	0.04	4	0.16
<b>Total Weaknesses</b>		<b>0.35</b>		<b>1.05</b>
<b>Total IFE</b>		<b>1</b>		<b>2,89</b>

### EFE Matrix Analisis (External Factor Evaluation)

The EFE matrix is a tool used to examine a company's external environment and identify existing opportunities and threats (KMMB, 2023)

**Table 4.** EFE Matrix

No	Descriptions	Weight	Rating	Score
<b>Opportunities</b>				
1	The barista profession is in demand as the coffee industry rises.	0.1	4	0.4
2	Many coffee shops do not yet have Signature Coffee.	0.15	4	0.6
3	Not all coffee shops have machines that match the desired product quality.	0.1	2	0.2
4	There are female baristas who are interested, although the number is limited.	0.08	2	0.16
5	There are still many coffee composition innovations that have not been explored by baristas.	0.12	1	0.12
<b>Total Opportunities</b>		<b>0.55</b>		<b>1.48</b>
<b>Threats</b>				
1	The barista profession is a side job	0.15	4	0.6
2	Domination of Gen Z	0.12	3	0.36
3	A barista job does not guarantee financial security	0.08	2	0.16
4	Not all baristas are fluent in operating coffee machines	0.05	2	0.1
5	The number of experienced baristas is very	0.05	1	0.05

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limited

Total Threats	0.45	1.27
Total EFE	1	2.75

This coffee shop has several key strengths based on the research results. Firstly, they have a barista trainer who is the owner and a senior barista. This shows a high commitment to quality and product knowledge. To maintain quality, in the process of making products, junior baristas will be accompanied by senior baristas. Second, they are the only coffee shop that has a Ferratti Ferro FCM3200DX single-group machine. This machine provides a competitive advantage in terms of equipment. Thirdly, the barista's income is guaranteed directly by the owner. This shows that they value and care for their staff. Fourth, they provide training on signature coffee (a unique product of the downtown coffee shop) to their baristas. This shows innovation and product differentiation. Lastly, they involve their baristas in barista competitions between coffee shops, which shows that they strive to continuously improve and maintain high standards.

However, they also have some weaknesses. Firstly, baristas do not have specialized trainers, which can affect the quality and consistency of the product. This means that the available barista trainers do not have legal certification and come from self-taught activities. Secondly, the majority of baristas learned to process coffee by themselves. This can affect the quality of the product and the customer experience, even though it happens not only to the owner and senior baristas but also to junior baristas. Third, there is no specialized education for baristas, which can affect the knowledge and skills of baristas. Fourth, baristas are predominantly male, which can affect diversity and inclusivity in the workplace. Although coffee is actually synonymous with men, Lastly, the barista profession is less desirable to the general public, even among coffee lovers, which may affect the recruitment and retention of baristas.

There are several opportunities that can be utilized. Firstly, the barista profession is in demand as the coffee industry rises, which could help in the recruitment and retention of baristas. Based on data from the Ministry of Education and Culture, the number of barista learners through PKW (Entrepreneurial Skills Education) continues to increase. In 2020, there were 455 barista learners; in 2021, there was an increase to 1,075, and in 2022, it increased again to 1,130, or about 240 percent, although only in 3 years (Wibowo, 2022). Second, many coffee shops do not yet have Signature Coffee; this could be an opportunity for product differentiation. Third, not all coffee shops have machines that match the desired product quality; this could be an opportunity to stand out in terms of product quality. Fourth, there are interested female baristas; although the number is limited, this could be an opportunity to increase diversity and inclusiveness in the workplace. Lastly, there are still many coffee composition innovations that have not been explored by baristas; this could be an opportunity for product innovation. For example, create coffee drinks by combining ingredients and flavors. Hence, the barista's role as a flavor and creativity expert is crucial (JDI, 2023).

However, there are some threats to be aware of. Firstly, the barista profession is a side profession; this could affect barista retention. As explained by Wibowo, along with the development of a promising career, barista is no longer seen as just a hobby. Barista

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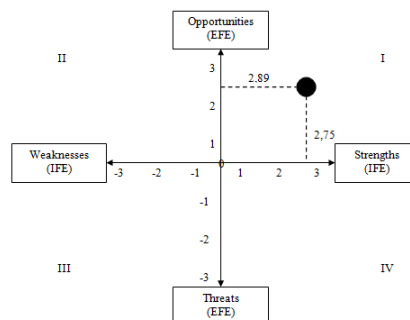
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has become a profession (Wibowo, 2022). Therefore, they need competency standards to be recognized in many places, which for now is still limited. Secondly, the dominance of Gen Z could affect work dynamics and culture. The global strain of what some call ‘permacrisis’ impacts workers of all ages, yet many researchers and experts posit that Gen Z is the most stressed cohort in the workplace overall (Carnegie, 2023). Thirdly, barista jobs do not guarantee financial security, which could affect barista recruitment and retention. Fourth, not all baristas are fluent in operating coffee-making machines; this could affect product quality. Wibowo also explained that prospective baristas must undergo 33 competency units set by LSP Kopi Indonesia within 1 hour and 40 minutes. Lastly, the number of experienced baristas is very limited, which could affect the quality and consistency of the product (Wibowo, 2022).

Referring to the IFE result of 2.89 and the EFE result of 2.75, internal strengths dominate, so the SWOT analysis will focus on internal strengths first. Decision-making is an important skill that has a central role in everyday life and is necessary for adaptation to the environment and autonomy (Morelli et al., 2022). In a business context, strategic decision-making often focuses on an organization's internal strengths. For example, the Theory of Reasoned Action (TRA) and its extension, the Theory of Planned Behavior (TPB), are cognitive theories that offer a conceptual framework for understanding human behavior in specific contexts. In this context, "context" can refer to internal organizational forces (LaCaille, 2013).

In addition, internal auditing also plays an important role in the process of assessing and managing the company's own risks (Apani & Nasution, 2022). This includes evaluating internal strengths and identifying areas that require improvement. Resilient organizations adopt strategies and behaviors that enable them to deal with change and recover from adversity. This often involves leveraging internal strengths and addressing internal weaknesses. However, it is important to note that while focusing on internal strengths is an important part of strategic decision-making, organizations must also consider internal weaknesses as well as external opportunities and threats. With a deep understanding of all these aspects, organizations can formulate effective and sustainable strategies. These strategies will not only help organizations achieve their goals but will also ensure that they remain relevant and competitive in the future.

Toko Kopi Tengah Kota, the total sum of the weight scores shows a total IFE of 2.89 and a total EFE of 2.75.



**Picture 4.** SWOT Analysis Quadrants



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Furthermore, it was found that Toko Kopi Tengah Kota is in quadrant I, indicating a very favorable situation where the company exhibits internal strengths and external opportunities that support aggressive growth and development. The company occupies a strong internal position and is able to respond well to opportunities and threats.

### CONCLUSION

Based on the results of calculations using the SWOT analysis approach at Toko Kopi Tengah Kota in the context of the effectiveness of recruitment and selection strategies, it is very good because it refers to the results of the summation between the total score and weight of the IFE matrix and the EFE matrix. In the IFE matrix, it is 2.89, and in the EFE matrix, it is 2.75. The weight score is the input data from the IE matrix analysis, so it is known that the position of the Toko Kopi Tengah Kota is in quadrant I, or the internal dominance quadrant, which indicates that this coffee shop has a strong foundation based on its internal strengths and responds well to existing opportunities and threats (growth-oriented strategy).

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