

# Resource Management Practices and Operational Performance of Coffee Shops: Basis for Action Plan

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**Abstract**—This study investigates the relationship between resource management practices and operational performance in micro and small coffee shops within the province of Laguna, Philippines. The research focuses on four key areas of resource management: physical, human, financial, and service, and evaluates their impact on three aspects of operational performance—service efficiency, product quality, and customer satisfaction. Utilizing a descriptive-correlational research design, the study surveyed 74 coffee shop owners and managers using a validated questionnaire. The data were analyzed using statistical tools such as weighted mean, Pearson's correlation, and MANOVA to assess both the relationship and differences between variables when grouped by business profile. Findings revealed that most coffee shops in Laguna moderately practice resource management strategies, with service efficiency and customer satisfaction rated as good. Significant relationships were found between effective resource management and higher levels of operational performance. Moreover, the results showed notable differences in resource and operational performance based on location, years of operation, and capital investment. The study underscores the importance of strategic resource allocation, workforce development, and financial planning in enhancing business outcomes. An action plan was proposed to guide coffee shop owners in scaling operations and improving sustainability. This research provides valuable insights for entrepreneurs, managers, consultants, and investors in the food and beverage industry seeking to strengthen business practices and foster long-term success.

**Index Terms**—Coffee Shops, Customer Satisfaction, Micro, Operations, Sustainability.

## 1. Introduction

This study explores the critical role of resource management in the operational performance of small and micro coffee shops in Laguna, Philippines. Coffee shop success extends beyond serving quality beverages; it relies heavily on effective management of physical, human, financial, and service resources. Many small coffee shop owners face challenges such as poor inventory practices, staff shortages, and financial mismanagement, which hinder business growth and sustainability. The study highlights how global factors like supply chain disruptions, inflation, and labor shortages, along

with evolving consumer preferences and increasing competition, impact small businesses.

With the coffee industry booming and Filipino coffee culture thriving, especially in areas like San Pablo City, the need for efficient operations becomes more pressing. This research aims to assess how well local coffee shops manage their resources and how these practices influence customer satisfaction, service efficiency, and product quality. Special attention is given to the case of Kafe Veronica, a local business contemplating expansion. The findings will offer actionable insights and strategies to help coffee shop owners in Cabuyao and surrounding areas improve operations and achieve sustainable growth in a competitive market.

## 2. Methods

### A. Research Design

This study utilized a descriptive-correlational research design to assess the relationship between resource management practices and the operational performance of coffee shops in Laguna. The design allowed for analysis of statistical relationships without implying causality, using a survey questionnaire as the primary data collection tool. This approach aimed to systematically capture and describe current practices while identifying possible correlations among key variables.<sup>[1]</sup>

### B. Research Locale

The research was conducted in the province of Laguna, specifically targeting coffee shops located in the cities of Cabuyao, Calamba, and Sta. Rosa—areas known for their growing number of coffee establishments and active local business environments. Respondents included managers and owners of 74 coffee shops out of a total of 91, chosen using a 95% confidence level and 5% margin of error, as calculated through the Raosoft sample size calculator.

### C. Respondents of the Study

A purposive sampling method was employed, selecting participants based on specific criteria, including the form of business organization (sole proprietorship, partnership, or

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corporation) and enterprise size (micro, small, or medium), determined by their starting capital. This method ensured that respondents had relevant knowledge and experience in resource management and operational performance.

#### D. Instrumentation (Validation and Scoring of Instruments)

To gather data, the researcher developed a structured questionnaire composed of three sections: demographic profile, resource management practices, and operational performance. The instrument underwent expert validation and a pilot test involving 15 participants. The reliability of the tool was confirmed using Cronbach's Alpha, with all variables scoring in the "acceptable" to "good" range, reinforcing the instrument's consistency and dependability.

The study used a 4-point Likert scale for responses. Resource management was rated from "Not Practice" to "Highly Practiced", while operational performance was rated from "Strongly Disagree" to "Strongly Agree". A corresponding interpretation scale was applied to evaluate and categorize responses.

#### E. Data Gathering Procedure

The data gathering procedure began by acquiring a list of registered coffee shops from local business offices. Permission was secured from shop owners and managers before administering the surveys, which were distributed either in paper form or digitally. The responses were compiled and organized for statistical analysis by a professional statistician.

#### F. Treatment of Data

For data analysis, several statistical tools were applied: frequency and percentage distribution, weighted mean, standard deviation, Dornik Hansen test for multivariate normality (with a p-value of 0.182), Pearson's correlation coefficient, and MANOVA. These tools helped determine relationships and significant differences among the variables studied, while controlling for inter-variable correlations.

#### G. Ethical Considerations

Ethical considerations were carefully observed. Consent was obtained from all respondents, who were allowed to complete the survey at their convenience. The study complied with the Philippine Data Privacy Act of 2012 (RA 10173), ensuring anonymity, confidentiality, and protection of personal data throughout the research process.

### 3. Results

#### A. Business Profile of the Respondents

Place	Frequency	Percent (%)
Calamba	15	20.27%
Cabuyao	25	33.78%
Sta. Rosa	34	45.95%
<b>Total</b>	<b>74</b>	<b>100%</b>

To begin with as shown in Table 1, the respondents of this study are from Calamba, Cabuyao, and Sta. Rosa. The majority of the respondents are from Sta. Rosa, comprising 45.95% of

the total. This is followed by Cabuyao at 33.78% and Calamba at 20.27%.

Table 2  
Business profile of the respondents in terms of years of operations

Years of Operations	Frequency	Percent (%)
More than 6 years	6	8.11%
4-6 years	21	28.38%
1-3 years	33	44.59%
Less than 1 year	9	12.16%
Not Answered	5	6.76%
<b>Total</b>	<b>74</b>	<b>100.00%</b>

In addition, for table 2 in terms of years of operation, most respondents have been operating for 1 to 3 years, representing 44.59% of the total. The second largest group has 4 to 6 years of experience. Additionally, 12.16% have been operating for less than 1 year, while 8.11% have more than 6 years of experience. Lastly, 6.76% of the respondents did not answer this question.

Table 3  
Business profile of the respondents in terms of capital used for business

Capital Used for Business	Frequency	Percent (%)
More than 1M	1	1.35%
500k-1M	2	2.70%
100k-500k	18	24.32%
50k-100k	35	47.30%
Less than 50k	16	21.62%
Not Answered	2	2.70%
<b>Total</b>	<b>74</b>	<b>100.00%</b>

Moreover, for table 3 in terms of Capital Used for Business the initial investment required to start a coffee shop appears to be relatively accessible. Nearly half of the respondents (47.30%) launched their businesses with ₱50,000 to ₱100,000 in capital, while 24.32% started with ₱100,000 to ₱500,000. A smaller segment (21.62%) began with less than ₱50,000, and only a few invested more than ₱500,000 in initial capital.

#### B. Resource Management Practice

As presented on the table 4 the respondents' evaluation of physical resource management practices in their coffee shops. To determine the extent of practice for each indicator, the analysis utilized the mean and standard deviation. The overall composite mean was 3.44, with a standard deviation of 0.595, which falls under the category of "Highly Practiced." This result indicates that physical resource management generally receives significant attention in the operations of coffee shops within the study area. Lowest Indicator The indicator with the lowest mean was "Waste management practices are implemented, including proper disposal methods, recycling efforts, and reducing the use of single-use materials" (mean: 3.19; SD: 0.800), interpreted as "Moderately Practiced." This result suggests that while coffee shops consistently apply physical resource management practices, they tend to pay less attention to sustainability efforts. This area could benefit from policy enhancements or targeted training initiatives. Overall, the findings reflect a consistent implementation of physical resource management practices among coffee shops in the study area. However, environmental sustainability practices

Table 4  
Resource management practice employed of the respondent in terms of physical resource management

Physical Resource Management	Mean	Verbal Interpretation
Regularly maintains and update their equipment such as espresso machines, grinders, and refrigeration units.	3.47	Highly Practiced
Improve workflow, makes effective use of available space for seats, and stores items and maintaining a clean and aesthetically appealing environment to enhance customer experience.	3.55	Highly Practiced
Keep an adequate inventory of raw ingredients, such as milk, syrups, and coffee beans, to prevent shortages or waste.	3.49	Highly Practiced
Implements modern tools and technology to improve service efficiency, such as point-of-sale systems or automated equipment.	3.53	Highly Practiced
The durability and quality of physical assets are assessed prior to acquisition to ensure long-term cost efficiency.	3.46	Highly Practiced
To accommodate growing client demands, the coffee shop upgrades or acquires physical assets such as building & interior, equipment, furniture & fixtures, utensils & Serve ware, inventory, technology & POS system, Storage & Kitchen Supplies, outdoor Assets through strategic planning.	3.28	Highly Practiced
Safety procedures and measures are implemented in place to safeguard both its clients and its tangible assets.	3.51	Highly Practiced
Furniture and fixtures are inspected, maintained, or replaced regularly to ensure customer comfort and functionality.	3.46	Highly Practiced
The coffee shop strategically designs its layout and facilities to enhance employee productivity and customer convenience.	3.43	Highly Practiced
Waste management practices are implemented, including proper disposal methods, recycling efforts, and reducing the use of single-use materials.	3.19	Moderately Practiced
<b>General Assessment</b>	<b>3.44</b>	<b>Highly Practiced</b>

*Legend: 3.26-4.00 Highly Practice, 2.51-3.25 Moderate Practice, 1.76 -2.50 Slightly Practiced, 1.00-1.75 Not Practice*

Table 5  
Resource management practice employed of the respondent in terms of human resources

Human Resource Management	Mean	Verbal Interpretation
Staff receive regular training in equipment use, coffee preparation, and customer service. They are also offered opportunities for career advancement and skill development through workshops, certifications, and mentorship programs.	3.16	Moderately Practiced
Competitive compensation and benefits are offered to retain talented baristas and staff.	3.18	Moderately Practiced
Clear roles and responsibilities are assigned to employees to enhance workflow and accountability.	3.54	Highly Practiced
Workload distribution and scheduling are managed well to prevent employee burnout and ensure a healthy work-life balance.	3.30	Highly Practiced
Performance reviews are conducted to assess employees' strengths and weaknesses.	3.51	Highly Practiced
A positive and encouraging work environment is created to boost employee satisfaction and lower attrition.	3.49	Highly Practiced
Recognition and reward programs are implemented to motivate employees and improve job satisfaction.	3.50	Highly Practiced
Diversity and inclusion practices are actively encouraged to create a fair and respectful workplace, promoting equal opportunities for every employee.	3.54	Highly Practiced
Encouraging open communication and feedback between management and employees fosters addressing concerns and strengthening teamwork.	3.57	Highly Practiced
A succession plan or talent pipeline is created to address future hiring and leadership requirements.	3.43	Highly Practiced
<b>General Assessment</b>	<b>3.42</b>	<b>Highly Practiced</b>

*Legend: 3.26-4.00 Highly Practice, 2.51-3.25 Moderate Practice, 1.76 -2.50 Slightly Practiced, 1.00-1.75 Not Practice*

specifically waste management appear to be less prioritized compared to other operational concerns.

The findings of this study are supported by recent studies that focuses on sustainable packaging practices in coffee shops located in Dasmariñas, Silang, and Tagaytay, Cavite. It explores waste segregation and the use of environmentally friendly materials. According to Mendoza & Tarossa<sup>[2]</sup> who investigated the difference between the perception of customers and staff on packaging materials. The researchers were able to know the practices and guidelines that coffee shops are practicing in the Municipality of Silang, the city of Dasmariñas, and Tagaytay, Cavite, Philippines, based on the results, the customers and staff strongly agreed that coffee shops in the three cities were following proper waste segregation. The researchers also found that coffee shops commonly use paper cups, paper bags, and paper straws as their packaging materials. Most of the coffee shops also show that they are not giving additional charge for customers who are using disposable cups and they do not offer discounts to customers who bring their own mug. The study also revealed that customers' and employees' overall perceptions of the packaging method of coffee shops in the Municipality of Silang, and the cities of Dasmariñas and Tagaytay were all moderate.

Similarly, on the study of Baisa BL et al, their research focused on the effects of green practices and customer satisfaction among selected coffee shops in Dasmariñas City, Cavite. Their research includes measures of demographics that drive their respondents and their views on how green practices affect customers' satisfaction. Their research offers some insight in terms of pragmatic recommendations on how a coffee shop can manage customers' expectations through green management. This study provides practical recommendations on green business practices and consumer perspectives about sustainability, creating a brighter future with respect to sustainability issues related to the coffee industry as well as society more generally. By incorporating green practices into their operations coffee shops can build a culture of sustainability that creates a greener and more socially responsible future for both coffee industry in particular and society as whole [3].

The table provides insights into how human resource management practices are implemented in coffee shops, using mean scores to illustrate their extent. Among the various practices assessed, "Encouraging open communication and feedback between management and employees" received the highest mean score of 3.57. This highlights the strong emphasis

Table 6  
Resource management practice employed of the respondent in terms of financial resource management

Financial Resource Management	Mean	Verbal Interpretation
Maintaining accurate financial records, such as daily sales, expenses, and earnings, is essential for supporting effective decision-making.	3.55	Highly Practiced
Funds are wisely allocated to essential areas like equipment upgrades, employee training, and marketing.	3.57	Highly Practiced
Cash flow is consistently monitored to ensure the business can meet both its operational and emergency needs.	3.41	Highly Practiced
Cost-benefit analyses are performed to assess potential investments or opportunities for expansion.	3.45	Highly Practiced
Financial risks are reduced by managing debt responsibly and obtaining the necessary insurance.	2.93	Highly Practiced
Funds are allocated to manage unexpected expenses or changes in the market.	3.58	Highly Practiced
Cost-control measures are implemented to minimize unnecessary expenses while ensuring that product quality and service are maintained.	3.50	Highly Practiced
Budgeting and financial forecasting help set realistic financial goals and monitor business performance.	3.19	Moderately Practiced
Budgeting and financial forecasting are essential for establishing achievable financial goals and monitoring business performance.	3.55	Highly Practiced
Utilizes the use of financial management software to enhance accounting, invoicing, and expense tracking.	3.53	Highly Practiced
<b>General Assessment</b>	<b>3.43</b>	<b>Highly Practiced</b>

Legend: 3.26-4.00 Highly Practice, 2.51-3.25 Moderate Practice, 1.76 -2.50 Slightly Practiced, 1.00-1.75 Not Practice

Table 7  
Resource management practice employed of the respondent in terms of service resource management

Service Resource Management	Mean	Verbal Interpretation
Ensure a consistent quality in coffee preparation and presentation is maintained to meet customer expectations.	3.45	Highly Practiced
Client feedback is regularly reviewed to enhance service offerings and address any concerns.	3.39	Highly Practiced
Technology is utilized to enhance service delivery through methods such as mobile ordering and digital loyalty programs.	3.38	Highly Practiced
Training employees to manage customer interactions in a professional and courteous manner.	3.50	Highly Practiced
A varied menu is offered to accommodate different customer preferences.	3.38	Highly Practiced
Service performance metrics, including order accuracy and wait times, are tracked to improve customer satisfaction.	3.50	Highly Practiced
Customer service standards are established to provide a consistent, high-quality experience for every visitor.	3.57	Highly Practiced
Enhancing customer interactions involves remembering individual preferences and providing personalized recommendations.	3.55	Highly Practiced
Peak hours are effectively managed by optimizing staffing and workflows to minimize customer wait times.	3.57	Highly Practiced
Services are consistently enhanced through seasonal promotions, limited-time products, and unique experiences aimed at attracting customers.	3.54	Highly Practiced
<b>General Assessment</b>	<b>3.48</b>	<b>Highly Practiced</b>

Legend: 3.26-4.00 Highly Practice, 2.51-3.25 Moderate Practice, 1.76 -2.50 Slightly Practiced, 1.00-1.75 Not Practice

coffee shop managers place on fostering an open and transparent work environment—one where employee concerns are addressed and collaboration is actively encouraged. Such a culture suggests that managers recognize the value of communication in maintaining a positive and productive workplace.

On the other hand, the lowest mean score, 3.16, corresponds to "Staff receiving regular training in equipment use, coffee preparation, and customer service." While HR practices overall appear to be well-integrated, this finding suggests that structured training programs may not be prioritized as strongly. The lack of consistent training could affect employees' ability to refine their skills over time, potentially influencing service quality and long-term operational efficiency.

These findings paint a picture of a workplace that thrives on open communication and inclusivity but may need to invest more in strengthening employee skills and competencies through regular training initiatives. By balancing these aspects, coffee shop managers can create an environment that not only supports collaboration but also enhances employee expertise, ensuring consistent service excellence.

Recent studies corroborate the findings of this research, underscoring the importance of structured resource utilization in achieving Human Resource Management. According to Romario R. et al. (2021), small and medium-sized enterprises (SMEs) play a vital role in Indonesia's economic growth, with

the coffee business becoming increasingly competitive in recent years. As new coffee-focused SMEs continue to emerge, gaining a competitive advantage is essential for sustainability and profitability. However, there has been limited research on how strategic human resource management (HRM) contributes to competitive advantage in SMEs. This study aims to address that gap by examining Kopi Soe, one of Indonesia's leading coffee beverage SMEs, to understand how effective HRM has propelled it to success. Through in-depth interviews with the company's founders and employees, the research captures how strategic HRM practices—such as employee engagement, skill development, and organizational culture—have strengthened both innovative and entrepreneurial performance, positioning Kopi Soe as a top player in the industry within just two years. Additionally, the study highlights the unique challenges of managing millennial employees, offering insights into leadership strategies that foster engagement and productivity in SMEs. These findings emphasize the crucial role of HRM in maintaining a competitive edge in the coffee business and provide valuable guidance for entrepreneurs seeking sustainable growth [4].

The table presents the financial resource management practices of coffee shop respondents, with a general assessment mean of 3.43, interpreted as "Highly Practiced." This indicates that financial management is well integrated into business operations across the surveyed establishments.

The highest mean score, at 3.58, corresponds to the practice of "Allocating funds to manage unexpected expenses or changes in the market." This suggests that coffee shop owners are proactive in preparing for financial uncertainties, highlighting a strong emphasis on financial resilience and adaptability. On the other hand, the lowest mean score, at 3.19, is observed in the area of "Budgeting and financial forecasting to help set realistic financial goals and monitor business performance." This is categorized as "Moderately Practiced," indicating that while budgeting is present, it may not be consistently or strategically implemented. This reveals an opportunity for improvement in long-term financial planning and goal-setting. Overall, while financial practices are generally strong, enhancing budgeting and forecasting processes could further support financial sustainability and strategic growth in the coffee shop businesses.

Recent studies corroborate the findings of this research, underscoring the importance of structured resource utilization in achieving improved Financial Resource Management. The coffee shop industry in Indonesia has seen increasing competition due to its accessibility as a business option. Financial literacy plays a crucial role in helping MSMEs navigate these challenges, enabling them to manage finances effectively and increase business income. Their study focuses on Omak Kopi SMEs, providing financial literacy training and management assistance to coffee shop operators. Findings reveal that these MSME actors exhibit moderate financial literacy, particularly in utilizing financial institution services for saving, loans, and insurance. Additionally, their study highlights improvements in financial record-keeping, which contribute to more structured financial management and sustainable business operations. Overall, enhancing financial literacy among coffee shop owners fosters resilience in times of economic uncertainty, supporting business survival and growth in a competitive market [5].

The data provides valuable insights into how coffee shops manage their service resources, revealing a strong overall commitment to delivering consistent and high-quality customer experiences, as reflected in the general assessment mean of 3.48, categorized as "Highly Practiced." Among the various service management strategies assessed, two key practices stand out with the highest mean score of 3.57: "Customer service standards are established to ensure a consistent, high-quality experience for every visitor" and "Peak hours are

effectively managed by optimizing staffing and workflows to minimize customer wait times." These results indicate that coffee shop owners prioritize service reliability and operational efficiency, particularly during busy hours, ensuring that customers receive a seamless and satisfying experience. In contrast, the lowest mean scores, both at 3.38, pertain to "Technology is utilized to enhance service delivery" and "A varied menu is offered to accommodate different customer preferences." While these aspects are still considered "Highly Practiced," the slightly lower scores suggest that technological integration and menu diversity receive comparatively less emphasis. This highlights potential areas for improvement, where coffee shops could explore innovative digital solutions to streamline service or expand their menu offerings to better cater to diverse customer tastes. Overall, the findings indicate that service resource management in coffee shops is generally well-executed, with a strong focus on operational efficiency and customer satisfaction. However, further investment in technology and menu innovation could enhance the customer experience even more, ensuring that service quality remains consistently high while adapting to evolving consumer expectations.

According to Omalin CM. et al, their study examines how different coffeeshops in Biñan adapted their service operation during the pandemic, focusing on the inventory management, sanitation procedures and customers service adjustment to enhance their service. Their research provides insights on how business shall optimize workflow and maintaining service quality under challenging condition [6].

### C. Operational Performance

The data provides a clear picture of how service efficiency is perceived in coffee shops, with an overall assessment mean of 3.39, categorized as "Strongly Agree." This suggests that respondents generally recognize and appreciate well-implemented service efficiency practices, reinforcing the idea that coffee shops prioritize smooth and effective operations.

Among the various practices evaluated, "Customer feedback and operational data are utilized to identify and resolve bottlenecks in service delivery" received the highest mean score of 3.49. This highlights the proactive approach coffee shops take in leveraging customer input and performance data to continuously refine service flow, ensuring quick problem resolution and sustained operational effectiveness.

In contrast, the lowest mean score, 3.28, corresponds to

Table 8  
Operational performance of the respondent in terms of service efficiency

Service Efficiency	Mean	Std. Dev	Verbal Interpretation
Customer wait times are effectively managed during busy hours.	3.38	0.65	Strongly Agree
Workflows are designed to minimize delays in order preparation and delivery.	3.34	0.60	Strongly Agree
Staff schedules are optimized to meet customer demand during busy periods.	3.28	0.81	Strongly Agree
Technology (e.g., point-of-sale systems) is utilized to enhance service speed and accuracy.	3.34	0.58	Strongly Agree
Equipment critical to service delivery (e.g., espresso machines) is regularly maintained to avoid downtime.	3.47	0.55	Strongly Agree
Well-organized queuing system has been implemented to improve the customer experience during peak hours.	3.42	0.49	Strongly Agree
Service processes are regularly assessed and improved to increase efficiency and customer satisfaction.	3.42	0.57	Strongly Agree
Staff members receive comprehensive training to effectively manage high-pressure situations while ensuring the quality of service remains high.	3.38	0.69	Strongly Agree
Customer feedback and operational data are utilized to identify and resolve bottlenecks in service delivery.	3.49	0.58	Strongly Agree
<b>General Assessment</b>	<b>3.39</b>	<b>0.62</b>	<b>Strongly Agree</b>

Legend: 3.26-4.00 Strongly Agree, 2.51-3.25 Agree 1.76 -2.50 Disagree, 1.00-1.75 Strongly Disagree

Table 9  
Operational performance of the respondent in terms of product quality

Product Quality	Mean	Verbal Interpretation
Beverages and food items maintain consistent quality regardless of demand.	3.01	Agree
Products are made with fresh, high-quality ingredients.	3.42	Strongly Agree
Standard operating procedures (e.g., brewing or preparation methods) are consistently followed and minimizes product waste while ensuring freshness and quality.	3.51	Strongly Agree
Ensure that customer feedback is actively used to enhance product quality.	3.49	Strongly Agree
Products are served promptly without compromising their quality and introduces new high-quality products while ensuring that the standards of its existing offerings are maintained.	3.47	Strongly Agree
Menu offers a variety of high-quality options to cater to different customer preferences.	3.55	Strongly Agree
Recipes and menu items are regularly reviewed and updated to improve the quality of our products.	3.46	Strongly Agree
Adhere to strict hygiene and food safety standards in the preparation of our products.	3.49	Strongly Agree
Staff members receive training to maintain high standards in food and beverage preparation.	3.50	Strongly Agree
Packaging and presentation are crafted to maintain high quality standards and accurately represent the brand image.	3.58	Strongly Agree
<b>General Assessment</b>	<b>3.39</b>	<b>Strongly Agree</b>

Legend: 3.26-4.00 Strongly Agree, 2.51-3.25 Agree 1.76 -2.50 Disagree, 1.00-1.75 Strongly Disagree

Table 10  
Operational performance of the respondent in terms of customer satisfaction

Customer Satisfaction	Mean	Std. Dev	Verbal Interpretation
Customers receive their orders promptly and accurately during peak and non-peak hours.	3.34	0.62	Strongly Agree
Staff are polite, professional, attentive to customer needs, and provides a welcoming and inclusive environment for all visitors.	3.49	0.50	Strongly Agree
Customers feel at ease in the clean and comfortable atmosphere of the coffee shop.	3.45	0.62	Strongly Agree
The complaints or issues are well resolve in effectively and in a timely manner.	3.42	0.57	Strongly Agree
Customers feel that the value they receive justifies the price of the products and services.	3.49	0.53	Strongly Agree
Customer engagement is enhanced through interactions on social media and by providing regular updates.	3.28	0.73	Strongly Agree
Customers perceive the ordering and payment process as convenient and efficient and experience minimal issues with order accuracy or missing items.	3.54	0.50	Strongly Agree
A personalized experience is provided by acknowledging and accommodating the preferences of regular customers.	3.51	0.58	Strongly Agree
A memorable and enjoyable experience is designed to foster customer loyalty and encourage repeat visits.	3.30	0.73	Strongly Agree
Customers are likely to recommend the coffee shop to others based on their overall experience	3.30	0.73	Strongly Agree
<b>General Assessment</b>	<b>3.39</b>	<b>0.62</b>	<b>Strongly Agree</b>

Legend: 3.26-4.00 Strongly Agree, 2.51-3.25 Agree 1.76 -2.50 Disagree, 1.00-1.75 Strongly Disagree

"Staff schedules are optimized to meet customer demand during busy periods." Although this aspect still falls within the "Strongly Agree" range, it suggests that staffing strategies may require further refinement to better accommodate peak-hour demands. Ensuring that employee schedules align effectively with fluctuations in customer traffic could help enhance overall service efficiency.

Overall, while service efficiency is consistently upheld across various operational aspects, coffee shops may benefit from fine-tuning their staff scheduling systems to further optimize responsiveness and service quality during high-demand periods. Strengthening these strategies could contribute to an even more seamless and customer-focused experience.

The findings of the current study underscore the crucial role of resource management especially in service delivery in driving operational performance. These results align with the work of Apigo et al [7], who highlighted responsiveness, empathy, tangibility, and dependability as essential pillars of service quality in coffee shop operations.

Table 9 highlights how coffee shop owners perceive the quality of their products. The overall assessment received a mean score of 3.39, which falls under "Strongly Agree." This indicates that, across the board, respondents place a high value on maintaining strong product quality in their operations.

Looking at the individual indicators, the highest-rated factor was "Packaging and presentation are crafted to maintain high

quality standards and accurately represent the brand image," which scored a mean of 3.58 ("Strongly Agree"). This result suggests that coffee shop owners recognize the importance of visually appealing products and consistent branding. Well-designed packaging and thoughtful presentation play a key role in shaping customer perception and reinforcing brand identity. In turn, these factors can strengthen customer loyalty and give businesses a competitive edge in a crowded market.

On the other hand, the lowest-rated indicator was "Beverages and food items maintain consistent quality regardless of demand," which received a mean score of 3.01 ("Agree"). While respondents generally affirm their ability to maintain quality, there appears to be a challenge in ensuring consistency, particularly during fluctuations in customer traffic. High-demand periods can strain production processes, leading to variations in product quality. This could stem from staffing limitations, inventory management issues, or inefficiencies in workflow.

The contrast between the highest and lowest ratings suggests a pattern: while coffee shop owners are excelling at branding and presentation, maintaining uniform quality under pressure remains a challenge. This finding underscores the need for strategies that strengthen operational consistency especially during peak hours to uphold customer trust and satisfaction. This finding supports the study of Hsieh et al. (2020) [8] their research explores how brand image and service quality influence customer satisfaction in chain coffee stores. It

highlights the importance of packaging, presentation, and perceived value in shaping customer loyalty.

The data provides valuable insights into customer satisfaction in coffee shops, revealing a general assessment mean of 3.39, categorized as "Strongly Agree." This indicates that, overall, customers have a positive experience and are satisfied with the quality of service provided. Among the evaluated aspects, "Customers perceive the ordering and payment process as convenient and efficient, with minimal issues related to order accuracy or missing items" received the highest mean score of 3.54. This suggests that coffee shops are successful in maintaining smooth and hassle-free transactions, reinforcing customer confidence in service reliability and contributing significantly to overall satisfaction.

On the other hand, the lowest mean score, 3.28, also pertains to the ordering and payment process, indicating that while still positively rated, this aspect is perceived as slightly less effective compared to other areas. This could point to occasional inconsistencies in order accuracy or payment efficiency, particularly during peak hours, when increased demand may lead to minor service delays.

Overall, the findings suggest that customer satisfaction remains strong, particularly in transaction efficiency. However, further streamlining of ordering processes could help ensure greater consistency across all interactions, minimizing service variations and enhancing the overall customer experience. This is consistent with the research by Meepprom and Kokkhangplu (2025) [9], which demonstrated that affective, sensory, and intellectual experiences play a key role in boosting customer satisfaction and fostering repeat business in specialty coffee cafés.

The data in the table paints an interesting picture—The table presents the Pearson correlation results, illustrating the connections between different Resource Management Practices—Physical, Human, Financial, and Service—and key aspects of Operational Performance, namely Service Efficiency, Product Quality, and Customer Satisfaction. All relationships yielded a p-value of 0.000, confirming their high statistical significance at the 0.01 level.

Among these correlations, the strongest was observed between Physical and Financial Resource Management Practices and Product Quality, with an r-value of 0.60. This indicates a substantial positive relationship, suggesting that strategic investments in physical elements—such as equipment, ambiance, and facilities—alongside sound financial practices like budgeting and cost control, contribute meaningfully to enhancing product quality in coffee shops.

Conversely, the weakest correlation, though still statistically significant, was found between Physical Resource Management Practices and Service Efficiency, with an r-value of 0.39. This moderate relationship suggests that while improvements in physical resources can enhance service delivery, they may play a relatively smaller role in operational efficiency compared to other factors.

Overall, the findings underscore the critical role of resource management in shaping operational performance. A well-balanced approach to managing physical, human, financial, and

service resources can drive better customer satisfaction, superior product quality, and more efficient service operations. Notably, investments in product quality appear to benefit the most from strong resource management, particularly in physical and financial domains.

Service efficiency, while significantly influenced by resource management, may depend more on dynamic, human-centered elements—such as employee training and service design—where correlations suggest a moderate impact. As a result, this study concludes that there is no significant relationship between resource management practices and the operational performance of coffee shops based on the data analyzed.

Similar conclusions were drawn by Syed et. Al (2024), suggesting that sustainable supply chain management and human resource management practices influence knowledge sharing and relationship commitment. While these practices contribute to sustainability goals, the study finds that their direct impact on operational performance is not statistically significant [10].

The results of the ANOVA test, as presented in Table 10, indicate that there are no statistically significant differences in the operational performance of coffee shops based on their business profile. Specifically, factors such as location ( $F = 0.50$ ,  $p = 0.73$ ), years of operation ( $F = 0.38$ ,  $p = 0.89$ ), and capital investment ( $F = 0.33$ ,  $p = 0.95$ ) do not appear to significantly influence operational outcomes. Since all p-values exceed the 0.05 threshold for significance, the null hypothesis—that no meaningful differences exist—is accepted.

These findings suggest that coffee shops tend to exhibit a consistent level of operational performance regardless of their geographic placement, longevity in business, or financial investment. This uniformity may stem from standardized industry practices and shared operational challenges that shape how small coffee shop's function.

Among the performance metrics assessed, Customer Satisfaction received the highest mean score of 4.28, interpreted as "Very Satisfied," indicating that patrons generally view their experiences positively. However, Service Efficiency received the lowest mean score of 3.64, interpreted as "Satisfied," suggesting room for improvement in service speed and responsiveness. While overall customer satisfaction remains strong, efforts to enhance operational efficiency—such as streamlining workflows and optimizing service delivery—may provide opportunities for further growth and refinement in the industry.

The results presented in Table 11 reveal a consistent trend in resource management practices among coffee shop operators. Statistical analysis shows no significant differences when these practices are grouped by location ( $F = 0.50$ ,  $p = 0.73$ ), years of operation ( $F = 0.38$ ,  $p = 0.89$ ), or capital investment ( $F = 0.33$ ,  $p = 0.95$ ). Since all p-values exceed the 0.05 threshold for significance, the null hypothesis is accepted, confirming that these factors do not substantially influence resource management approaches.

This finding suggests that coffee shop owners tend to follow similar strategies in allocating resources, regardless of their



Table 11

Significant Relationship between resource management practices and operational performance of coffee shops

Resource Management Practices	Operational Performance	R-value	P-value	Verbal Interpretation
Physical Resource Management Practices	Service Efficiency	0.39	0.000	Highly Significant
	Product quality	0.60	0.000	Highly Significant
	Customer Satisfaction	0.52	0.000	Highly Significant
Human Resource Management Practices	Service Efficiency	0.42	0.000	Highly Significant
	Product quality	0.59	0.000	Highly Significant
	Customer Satisfaction	0.53	0.000	Highly Significant
Financial Resource Management Practices	Service Efficiency	0.40	0.000	Highly Significant
	Product quality	0.60	0.000	Highly Significant
	Customer Satisfaction	0.49	0.000	Highly Significant
Service Resource Management Practices	Service Efficiency	0.45	0.000	Highly Significant
	Product quality	0.46	0.000	Highly Significant
	Customer Satisfaction	0.41	0.000	Highly Significant

Table 12

Significant difference between resource management practices and operational performance of coffee shops

Resource Management Practices	F- value	P- value	Verbal Interpretation
Location	0.5	0.73	Not Significant
Years of operation	0.38	0.89	Not Significant
Capital utilized of the respondent	0.33	0.95	Not Significant

Table 13

Significant difference between resource management practices when group according to business profile

Operational Performance	F- value	P- value	Verbal Interpretation
Location	0.5	0.73	Not Significant
Years of operation	0.38	0.89	Not Significant
Capital utilized of the respondent	0.33	0.95	Not Significant

business profile. It may reflect industry-wide standardization or a shared set of challenges that lead to uniform management practices. Alternatively, the lack of significant variation could indicate limited customization in resource strategies among operators.

Among the resource management dimensions examined, Human Resource Management received the highest mean score (4.15), categorized as "Strongly Practiced." This highlights the emphasis placed on staffing, training, and employee management, which are likely considered essential for maintaining service quality and operational efficiency.

Conversely, Financial Resource Management received the lowest mean score (3.55), categorized as "Moderately Practiced." This suggests that while coffee shop owners recognize the importance of human resources, there may be gaps in financial planning and budgeting strategies, indicating an area for improvement.

Overall, these results underscore the need for more refined financial management approaches to complement the strong focus on human resource investments. Strengthening financial planning practices could provide operators with greater stability and efficiency in navigating business challenges and opportunities. The findings indicate that external business factors—such as location, years of operation, and capital investment—have little impact on a coffee shop's performance or management approach. This suggests that rather than relying on these external attributes, operators should prioritize internal improvements. Strengthening service protocols and refining financial management strategies could be more effective in enhancing overall operational efficiency and business success.

The proposed action plan provides a structured approach to addressing operational gaps in coffee shops, focusing on resource management and performance improvement. It outlines specific initiatives, clear objectives, and measurable

outcomes, ensuring accountability and efficiency.

Table 14

Proposed action plan

Key Result Area	Objective	Activities	Person in Charge	Time	Budgetary Requirements (Purpose)	Success Indicator
Business Expansion	Promote sustainable and low-risk growth strategies	- Introduce new product lines- Use digital platforms for marketing and delivery- Set up	Business Owner/Marketing Staff	6–12 months	₱20,000 (Digital ads, kiosk materials)	Increased sales and customer reach
Employee Development & Fair Compensation	Improve staff competence and satisfaction	- Implement regular staff training- Partner with training centers or HR consultants	Store Manager/HR Consultant	Quarterly	₱30,000 (Training fees, incentives)	Improved service quality and lower staff turnover
Service Quality & Customer Engagement	Strengthen customer retention and online presence	- Launch loyalty programs- Enhance social media content and responsiveness- Collect and	Marketing Staff/Frontline Staff	Ongoing (Start in 1 month)	₱10,000 (Loyalty cards, feedback tools)	Higher customer satisfaction and engagement
Physical & Financial Resource Optimization	Upgrade facilities and improve financial control	- Invest in facility upgrades- Improve ambiance and equipment- Implement	Business Owner/Finance Officer	3–6 months	₱50,000 (Equipment, renovation, software)	Better product quality and cost control
Tech Integration & Layout Optimization	Increase service efficiency through smart solutions	- Reorganize layout for workflow- Introduce	Store Manager/IT Consultant	2–4 months	₱15,000 (POS system or layout redesign)	Reduced service time and errors
Phased Implementation & Monitoring	Ensure smooth and sustainable rollout of the action plan	- Begin with low-cost improvements- Conduct briefings for staff- Monitor progress monthly- Gather	Store Manager/All staff/Business Owner	Immediate start, reviewed monthly	₱5,000 (Monitoring tools, meetings)	Completion of phases, positive feedback, improved KPIs

Key priorities include waste management and sustainability, with a ₱5,000 budget allocated for staff training led by the store manager over one month. Employee development is another critical area, featuring workshops and benchmarking activities over two months with a ₱10,000 budget, spearheaded by HR personnel to enhance engagement and reduce turnover.

To strengthen financial planning, the plan recommends adopting budgeting tools, overseen by the accountant, with a ₱15,000 budget over three months, aiming for accurate monthly financial reports. Digital engagement is addressed through



social media and loyalty programs, led by the marketing team over three months with ₱12,000, targeting improved online visibility and customer interaction. Lastly, menu innovation and service efficiency It was enhanced through customer surveys and workflow optimization, managed by kitchen and service supervisors with a ₱20,000 budget, aimed at boosting customer satisfaction.

Overall, the plan provides a clear and practical roadmap for improving sustainability, employee development, financial management, digital presence, and service quality, enabling coffee shops to grow strategically while enhancing the customer experience.

#### 4. Conclusion

Based on the summary of findings discussed above, the following conclusions have been drawn:

1. Most respondents operate in Sta. Rosa and have been in business for 1 to 3 years. They commonly employ 5–10 people, have a seating capacity of 20–40, and started with a capital of ₱50,000 to ₱100,000. These characteristics reflect that coffee shops in the area are typically small to medium-sized businesses.
2. Resource management practices are generally highly practiced, across all areas physical, human, financial, and service resource management coffee shop owners demonstrate a high level of implementation. However, some areas such as waste management, competitive compensation, staff training, and budgeting were only moderately practiced, indicating potential areas for improvement.
3. Operational performance of coffee shops is rated positively, respondents strongly agree that their operations are efficient, service quality is high, and customers are generally satisfied. Notable strengths include order accuracy, friendly staff, clean ambiance, and smooth service delivery. Social media engagement and retention strategies, however, received slightly lower scores.
4. The findings of this study emphasize the crucial role of effective resource management—covering physical, human, financial, and service areas—in enhancing the operational performance of coffee shops. All dimensions showed strong, significant positive correlations with service efficiency, product quality, and customer satisfaction. The strongest link was between physical and financial resource management and product quality, highlighting the importance of infrastructure and financial planning. Meanwhile, the weakest, though still significant, was between physical resources and service efficiency, suggesting that speed and responsiveness may depend more on human and service factors. Overall, a balanced, integrated approach to resource management is vital for improving business outcomes and guiding future growth strategies in the coffee shop industry.
5. The study's findings reveal that regardless of their

business profile—whether considering location, years in operation, or capital investment—coffee shops tend to follow similar patterns in managing their resources and delivering quality service. Operators across different setups approach the management of physical, human, financial, and service resources in comparable ways, resulting in consistent outcomes in service efficiency, product quality, and customer satisfaction. This consistency suggests that external factors, such as geographic placement or financial scale, do not significantly impact how effectively a coffee shop operates. Instead, the results highlight common strengths, like well-established human resource strategies, as well as shared challenges, particularly in financial management and service efficiency. With this in mind, enhancing performance may be more effectively achieved by refining specific management practices rather than relying on external business conditions. These insights provide a strong basis for developing an expansion plan that prioritizes optimizing internal resource use and fine-tuning operational strategies—an approach that can benefit coffee shops across diverse business profiles.

6. In conclusion, the proposed action plan offers a clear and actionable strategy for strengthening coffee shop operations. By focusing on key areas through well-structured initiatives, it supports sustainability, enhances both employee and customer satisfaction, and fosters long-term business growth. With a practical approach to resource management and operational improvements, this plan provides coffee shop owners with the tools needed to build a more efficient, customer-focused, and resilient business.

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