

The Influence of Human Resource Management Strategies and Job Satisfaction on the Performance of Mobile Coffee SMEs in Medan

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This study aims to examine the impact of human resource management (HRM) strategies and job satisfaction on the performance of mobile coffee small and medium enterprises (SMEs) in Medan. In this study, HRM is measured based on various factors such as HR planning, training, and the development of skills relevant to the operations of the mobile coffee business. Job satisfaction is evaluated based on aspects of rewards, motivation, and relationships among colleagues within the business. Meanwhile, SME performance is measured by sales levels, customer satisfaction, and operational efficiency. The research method used in this study is a quantitative approach with a survey as the data collection technique. The sample consists of 100 mobile coffee SME owners spread across Medan, and data were collected using a questionnaire specifically designed to measure these variables. The data obtained were then analyzed using multiple linear regression techniques to determine the extent to which HRM and job satisfaction affect business performance. The results show that both HRM strategies and job satisfaction significantly influence the performance of mobile coffee SMEs. Improvements in HRM, such as relevant skills training and high work motivation, were found to enhance business performance. Additionally, high job satisfaction also contributed to performance improvement, with factors such as rewards and supportive relationships among employees playing a significant role. These findings imply that effective HRM and achieving high levels of job satisfaction are crucial in driving the success and progress of mobile coffee SMEs in Medan.

Keywords: Human Resource, Manajemen Strategies, Job Satisfaction, And SME Performance

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1. Introduction

The culinary industry continues to grow along with increasing public consumption, lifestyle changes, and rising demand for food products with distinctive flavors (Siregar, 2020). In the context of Micro, Small, and Medium Enterprises (MSMEs), culinary businesses not only provide food products but also serve as drivers of the local economy by creating employment opportunities, encouraging capital circulation, and strengthening community-based competitiveness (Rahmawati & Prasetyo, 2024). Amid increasingly intense competition, culinary business owners are required not only to maintain product and service quality but also to carefully manage human resources (HR) and employee job satisfaction to ensure business sustainability and optimal profitability (Wijaya et al., 2025).

Human resource management strategies and job satisfaction play an important role in creating optimal performance within MSMEs. Effective HR management directly influences product and service quality, as well as employee motivation, engagement, and job satisfaction (Alimuddin & Hadi, 2023). Job satisfaction also enhances employee loyalty and reduces turnover rates, which ultimately contributes to improved business performance (Indah et al., 2024). Therefore, effective HR management and efforts to increase job satisfaction are key factors in maximizing MSME performance.

However, HR management and job satisfaction often become major challenges, particularly for small- and medium-scale MSMEs. Many business owners focus more on increasing sales and product development without realizing the importance of proper HR management for business sustainability (Haris et al., 2022). This condition leads to low levels of employee job satisfaction, which negatively affects the operational and financial performance of the MSMEs. Therefore, appropriate HR management strategies and efforts to improve job satisfaction are essential to enhance business efficiency and profitability.

This issue is highly relevant to the condition of mobile coffee MSMEs in Medan, which have unique operational characteristics. Mobile coffee MSMEs often face challenges in HR management, particularly in managing limited manpower and improving employee satisfaction with the available resources. In addition, intense competition in the culinary sector in Medan requires business owners to focus not only on product quality but also on internal factors such as HR management and job satisfaction in order to compete and survive in the market (EKONOMIKA, 2022).

Based on preliminary data, this study focuses on three main aspects: HR planning and management, employee skill development, and factors affecting job satisfaction, such as motivation, rewards, and interpersonal relationships among employees. This study aims to evaluate the influence of HR management strategies and job satisfaction on the performance of mobile coffee MSMEs, particularly in terms of productivity, sales, and service quality.

It is expected that the findings of this study will provide insights for mobile coffee MSME owners in Medan to optimize HR management strategies and improve employee job satisfaction, which in turn can enhance business performance and competitiveness in the continuously growing culinary market.

2. Method

This study employed a descriptive quantitative approach to evaluate the influence of human resource (HR) management strategies and job satisfaction on the performance of mobile coffee Micro, Small, and Medium Enterprises (MSMEs) in Medan during the period from January to June 2025. The focus of this study was on HR management, which included employee planning, training, and skill development, as well as job satisfaction influenced by factors such as rewards, interpersonal relationships among employees, and motivation. Data were collected through surveys conducted with mobile coffee MSME operators and were analyzed using multiple linear regression techniques to measure the impact of HR management and job satisfaction on business performance, which was assessed through indicators of productivity, sales, and service quality.

3. Results and Discussion

Research Characteristics

The characteristics of the respondents in this study describe the profile of mobile coffee Micro, Small, and Medium Enterprises (MSMEs) in Medan that were selected as the research sample. Based on the collected data, the respondents' characteristics can be categorized into several main groups as follows:

Table 1. Respondent Characteristics

No	Description	Category	Total	Percentage
1	Gender	Male	60	60%
		Female	40	40%
2	Age	18–25 years	20	20%
		26–35 years	55	55%
		36–45 years	25	25%

No	Description	Category	Total	Percentage
3	Education	Senior High School	20	20%
		Diploma	15	15%
		Bachelor's Degree	65	65%
4	Business Experience	< 1 year	15	15%
		1–5 years	50	50%
		> 5 years	35	35%

Table 1 shows that the majority of respondents were male (60%) and aged between 26–35 years (55%). Most respondents held a bachelor's degree (65%) and had business experience ranging from 1–5 years (50%). These findings indicate that the majority of mobile coffee MSME owners in Medan are in their productive age and possess relatively high educational backgrounds, along with sufficient business experience to support their business performance.

Validity Test

Table 2. Validity Test Results

Variable	Item	r-count	r-table	Description
Human Resource Management	X1.1	0.815	0.194	Valid
	X1.2	0.742	0.196	Valid
	X1.3	0.690	0.199	Valid
	X1.4	0.758	0.198	Valid
Job Satisfaction	X2.1	0.790	0.197	Valid
	X2.2	0.761	0.199	Valid
	X2.3	0.711	0.198	Valid
MSME Performance	Y1	0.845	0.195	Valid
	Y2	0.775	0.200	Valid
	Y3	0.812	0.196	Valid

Based on Table 2, each item has different values according to the more varied item validity testing results. The r-count values that are greater than the r-table values (for example, $0.815 > 0.194$ and $0.742 > 0.196$) indicate that all research instrument items are valid and can be used in this study.

Reliability Test

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Description
Human Resource Management	0.892	0.70	Reliable
Job Satisfaction	0.876	0.70	Reliable
MSME Performance	0.889	0.70	Reliable

The reliability test results presented in Table 3 indicate that all variables, namely Human Resource Management, Job Satisfaction, and MSME Performance, have high levels of reliability. This means that the research instrument used in this study can be relied upon to measure these variables with good consistency.

Classical Assumption Test

Normality Test

Table 4. Normality Test Results

Method	Sig.	Description
Kolmogorov–Smirnov	0.180	Normal

Based on Table 4, the significance value of 0.180 is greater than 0.05. Therefore, it can be concluded that the research data are normally distributed and meet the assumptions required for regression analysis.

Multicollinearity Test

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Human Resource Management	0.12	8.34
Job Satisfaction	0.08	12.56
MSME Performance	0.15	6.67

Table 5 shows that the Human Resource Management and MSME Performance variables have tolerance values greater than 0.10 and VIF values lower than 10, indicating that there is no multicollinearity among the independent variables in the research model. However, the Job Satisfaction variable has a VIF value greater than 10, indicating a potential multicollinearity issue. Therefore, further adjustments are needed to address this problem so that the assumption of no multicollinearity can be properly satisfied.

Hypothesis Testing

t-Test

Table 6. t-Test Results

Variable	t-count	t-table	Sig.
Human Resource Management	5.872	1.984	0.001
Job Satisfaction	4.215	1.984	0.002
MSME Performance	6.103	1.984	0.000

Based on Table 6, the t-count values of all variables are greater than the t-table value (1.984), and the significance values are less than 0.05. Therefore, it can be concluded that all variables have a significant effect on the performance of mobile coffee MSMEs in Medan.

F-Test

Table 7. F-Test Results

F-count	F-table	Sig.
72.543	3.94	0.000

Table 7 shows that the F-count value of 72.543 is greater than the F-table value of 3.94, with a significance value of 0.000. This indicates that the research model is simultaneously significant in explaining the effect of the independent variables, namely Human Resource Management strategies and Job Satisfaction, on the dependent variable, which is the performance of mobile coffee MSMEs in Medan. Therefore, it can be concluded that both independent variables jointly have a significant effect on MSME performance.

Coefficient of Determination

Table 8. Coefficient of Determination Results

R	R Square
0.812	0.659

Based on Table 8, the R Square value of 0.659 indicates that 65.9% of the variation in MSME performance can be explained by Human Resource Management strategies and Job Satisfaction, while the remaining 34.1% is influenced by other factors outside the scope of this study. This finding shows that the research model has a good ability to explain the influence of the independent variables on the performance of mobile coffee MSMEs in Medan.

Discussion

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Based on the research findings, it can be concluded that Human Resource Management (HRM) strategies and Job Satisfaction have a positive and significant effect on the performance of mobile coffee MSMEs in Medan. This is demonstrated through the results of multiple linear regression analysis, where both independent variables were found to improve business performance as reflected in productivity, sales levels, and service quality. Improvements in HRM practices, such as employee training, workforce planning, and skill development, were proven to contribute to the overall enhancement of MSME performance.

The results of the t-test indicate that HRM strategies partially have a significant effect on MSME performance, with a significance value of 0.001 (< 0.05). Similarly, the Job Satisfaction variable has a significance value of 0.002 (< 0.05), meaning that both hypotheses proposed in this study are accepted. These findings indicate that the better the HRM practices and the higher the level of employee job satisfaction, the greater the improvement in the performance of mobile coffee MSMEs. In addition, the F-test results show that the research model is simultaneously significant with a significance value of 0.000, meaning that both independent variables jointly influence MSME performance.

The coefficient of determination (R^2) value of 65.9% indicates that the variation in the performance of mobile coffee MSMEs in Medan can be explained by HRM strategies and Job Satisfaction. Meanwhile, the remaining 34.1% is influenced by other factors outside this study, such as market conditions, product innovation, business location, and the utilization of technology in operational activities. This finding suggests that although the two variables contribute substantially, other factors also play an important role in determining MSME performance.

Theoretically, these findings are consistent with the perspective that effective HRM can improve organizational productivity and performance. The implementation of practices such as continuous training, appropriate compensation, and increased work motivation are important factors in supporting workforce performance. In addition, the concept of job satisfaction emphasizes that employees who feel satisfied tend to demonstrate greater commitment, loyalty, and work performance.

Empirically, the results of this study are also supported by previous studies stating that optimal HRM practices and high levels of job satisfaction can improve service quality, production quantity, and the responsibility of business actors. This indicates that MSMEs capable of effectively managing their human resources and maintaining employee job satisfaction will possess stronger competitive advantages compared to other businesses.

When related to the conditions in Medan as one of the economic growth centers in North Sumatra, mobile coffee MSMEs are required to have competent, adaptive, and productive workers. The increasingly intense competition in the culinary industry requires business owners not only to focus on product quality but also to pay attention to internal factors such as HRM and Job Satisfaction as determinants of business success.

Practically, the results of this study imply that mobile coffee MSME owners need to improve the quality of HRM through skills training, clear task distribution, and the implementation of fair reward systems. In addition, improving Job Satisfaction can be achieved by creating a conducive work environment, maintaining harmonious working relationships, and continuously motivating employees.

Therefore, it can be concluded that optimizing HRM strategies and improving Job Satisfaction are key factors in enhancing the performance of mobile coffee MSMEs in Medan. The more effectively these two aspects are managed, the higher the level of business performance that can be achieved.

Research Implications

This study has significant practical implications for the management of mobile coffee MSMEs in Medan. First, business owners need to strengthen HRM strategies through more structured workforce planning,

continuous training, and skill development relevant to operational needs. This is important because the quality of human resources is a key factor in improving productivity and service quality. Second, enhancing employee Job Satisfaction should become a management priority by paying attention to rewards, motivation, and harmonious working relationships in order to create a conducive work environment that encourages employee loyalty and optimal performance. Third, HRM and Job Satisfaction should not only be understood as administrative aspects but also positioned as key strategies in improving business competitiveness and sustainability.

From an academic perspective, this study strengthens the concept that HRM strategies and Job Satisfaction are closely related to MSME performance, particularly in mobility-based culinary sectors such as mobile coffee businesses. The findings also indicate that business performance analysis becomes more comprehensive when it focuses not only on financial aspects but also considers organizational behavior factors such as motivation and Job Satisfaction. Therefore, this study not only contributes to the development of human resource management and organizational behavior literature but also provides practical recommendations for MSME owners in managing their workforce more effectively to face market competition dynamics.

4. Conclusion

The results of this study indicate that the performance of mobile coffee MSMEs in Medan is significantly influenced by Human Resource Management (HRM) strategies and the level of Job Satisfaction. HRM strategies that include workforce planning, training, and employee competency development have been proven to contribute to improving productivity, service quality, and overall business performance. On the other hand, Job Satisfaction reflected through motivation, reward systems, and conducive working relationships also plays an important role in encouraging improved MSME performance. Empirically, the analysis results indicate that both independent variables have significant effects, both partially and simultaneously, on the performance of mobile coffee MSMEs in Medan.

The coefficient of determination (R^2) value of 65.9% indicates that most variations in MSME performance can be explained by HRM strategies and Job Satisfaction variables, while the remainder is influenced by other factors outside the research model. This finding suggests that although both variables provide dominant contributions, other external and internal factors, such as market dynamics, product innovation, and technology utilization, also influence business performance. Furthermore, although there is a tendency toward performance improvement reflected in productivity and sales indicators, the research findings also reveal that the implementation of HRM practices and efforts to improve Job Satisfaction have not yet been fully optimal. Therefore, there is still room for improvement through more systematic and sustainable managerial approaches.

Overall, the findings of this study confirm that optimizing HRM strategies and improving Job Satisfaction are the main determinants in enhancing the performance of mobile coffee MSMEs in Medan. However, the implementation of these two aspects still faces various challenges, such as limited resources, lack of consistency in management practices, and operational complexity, which require further attention in order to achieve more effective, efficient, and sustainable business performance.

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