



The Effect of Training on Employee Performance: A Case Study of Employees in the Food and Beverage Service Department at The Laguna, a Luxury Collection Resort and Spa

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Abstract

This study was conducted to determine the effect of training on food and beverage service employees' performance at The Laguna, a Luxury Collection Resort and Spa. Data collection techniques used in this study were interviews, questionnaires, and literature reviews. 52 respondents from all employees of the food and beverage service department at The Laguna, a Luxury Collection Resort and Spa were involved. The sampling technique used was the saturated sampling method, in which all population members were used as samples. The data analysis method used was the validity test, reliability test, simple linear regression, t-test, and determination coefficient test which was assisted by SPSS version 23 for Windows. The results of this study indicate that job training has a positive and significant effect on employee performance. This can be proven by a significance value of $0.000 < 0.05$ with a value of $t_{count} > t_{table} = 15.636 > 2.008$. Based on the analysis of the determination coefficient, job training has a strong influence of 83% on employee performance, while other factors outside of this study influence the remaining 17%. This research is expected to be used as consideration for The Laguna, a Luxury Collection Resort and Spa to determine policies that aim to improve the performance of food and beverage service department employees through job training programs.

Keywords: Training, Employee Performance, Food and Beverage Service

1. INTRODUCTION

In modern times many companies are competing against each other to be the best. Various methods are used so that the company he runs experiences advances and can develop rapidly, and can compete with other companies (Tridayanti and Brasilio, 2020). The existence of human resources in a company plays a very important role because the workforce has a large role to carry out company activities (Sutrisno, 2011:2). The potential of every human resource in the company must be utilized as well as possible in order to be able to provide optimal output. The success of an organization is strongly influenced by the performance of each of its employees. Employee performance is critical since it determines

how well employees can do the duties that have been allocated to them (Sinambela, 2012). Poor performance will have a negative impact on the company's business development. On the other hand, strong performance will be proportional to positive results in the company's business development (Ani et al., 2021). At The Laguna, a Luxury Collection Resort and Spa, this phenomenon occurs.

Employee performance can be monitored by guest comments found in online reviews on Trip Advisor and guest comment cards at hotels, according to The Laguna, a Luxury Collection Resort and Spa's training manager. Data from guest comment cards will be converted into guest voice, which will be shown as numbers and organized into many categories. Based on guest voice data and online reviews on Trip Advisor, it appears that the value of good comments decreases significantly month by month, and the annual average value falls short of the target.

In addition to the guest comments, the management of The Laguna, a Luxury Collection Resort and Spa in assessing the performance of its employees set 6 aspect that were used as references in evaluating employee performance. Based on the initial interview conducted with the Training Manager, the 6 aspects consisted of create distinctive experiences, be unique together, own each moment, expand my horizons, be an expert, and be the luxury collection. According to the data, the average value in each aspect of employee performance appraisal is 2.00, with the category meet expectations. This demonstrates that the average value falls short of the target set by the hotel management because exceeded expectation is the minimum target for hotel management's average assessment results. This phenomenon indicated that there occurred employee performance problems.

According to the findings of an interview with Training Manager, poor performing restaurant server employee caused by irregular training schedule, making training less effective. Training is an important component of improving employee performance and raising individual and organizational competency (Ameeq dan Hanif, 2013). Training program is required to improve employee knowledge, abilities, and attitude. Trough training, employees will gain additional knowledge and skills in their fields, resulting in improved performance (Jagero et al., 2012). Based on Training Hours Data from the Food and Beverage Service Department, demonstrate that the training provided has been going well. However, there is no set schedule for the training provided. Training is typically conducted during briefings and breaks, which means that not all waiter/ss employees participate in the training, resulting in uneven distribution of the material provided. Training is the factor that can encourage the improvement of individual's performance (Hidayat and Budiartma, 2017). Employees who participate in appropriate training programs tend to perform professionally and have self-motivation to improve performance in accomplishing the company's vision and mission (Ameen and Baharom, 2019).

Based on the background study that has been described, the researcher intended to conduct further research to investigate the influence of training towards employee performance a case study of employees in the Food and Beverage Service Department at The Laguna, a Luxury Collection Resort and Spa.

2. METHODOLOGY

This research uses quantitative methods. Sources of data in this research are divided into primary data and secondary data. Primary data used in this research includes data from answers from questionnaires distributed to employees of the food and beverage service department at The Laguna, a Luxury Collection Resort and Spa as well as interviews. Secondary data in this research is data obtained directly from the hotel. In this research, the independent variable is training (X) while dependent variable is the employee performance (Y).

The main theory used in this research for work training indicator is by Ameeq and Hanif (2013), while for employee performance indicator is by Koopmans et al., (2012). 52

respondents from all employees of the food and beverage service department at The Laguna, a Luxury Collection Resort and Spa were involved. The sampling technique used was the saturated sampling method, in which all population members were used as samples. The data analysis method used was the validity test, reliability test, simple linear regression, t-test, and determination coefficient test which was assisted by SPSS version 23 for Windows.

3 RESULTS AND DISCUSSIONS

3.1 RESULTS

Demographic Information

Further, the quantitative data were analyzed using Statistical Package for the Social Sciences (SPSS) version 23.0. Questionnaires were distributed to 52 respondents with the result that 52 questionnaires were worthy of research. In this section, the results of the questionnaire distribution in the form of the characteristics of the respondents are presented. Characteristics of respondents were collected based on gender, age, academic level and work period.

Table 1. Demographic Information of Survey Respondents

Demographic	Frequency	Percentage
Gender		
• Male	27	51,92%
• Female	25	48,08%
Age		
• <20	0	0%
• 20-30	11	21,15%
• 31-40	15	28,85%
• 41-50	16	30,77%
• >50	10	19,23%
Academic Level		
• Senior High	0	0%
• Diploma	37	71,15%
• Bachelor	15	28,85%
Work Period		
• <1 years	0	0%
• 1-5 years	2	3,85%
• 5-10 years	20	38,46%
• >10 years	30	57,69%

Table 1 presents the respondents demographic information. Based on the gender characteristic the number of male respondents are greater than female respondents, namely 27 people (48,08%), while the number of female respondents are 25 people (51,92%). In terms of age categories respondents are dominated by the age range of 41 to 50 years totaling 16 people (30,77%), followed by respondents aged 31 to 40 years totaling 15 people (28,85%), then age range of 20 to 30 years totaling 11 people (21,15%) and respondents with a range of ages more than 50 years amounted to 10 people (19,23%). In the latest educational characteristics, it appears that the number of respondents with the latest Diploma education is the largest, namely, 37 people (71,15%) and followed by respondents with the latest Bachelor education amounting to 15 people (28,85%). Respondents with a working period of >10 years as many as 30 people (57,69%), followed

by respondents with 5 to 10 year as many as 20 people (38,46%), and a working period of less than 1 to 5 year as many as 2 people (3,85%).

Data Analysis

Calculation of data analysis using statistics SPSS version 23 for Windows. After using SPSS, the processed results will be obtained which will later be explained so that a conclusion is obtained. The data analysis consisted of simple linear regression, T Test, and coefficient of determination.

Simple Linear Regression Analysis

Table 2. Simple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24,510	8,047		3,046	,004
	Pelatihan kerja	2,762	,177	,911	15,639	,000

a. Dependent Variable: Kinerja Karyawan

Simple linear regression is used to model the relationship between two continuous variables. Often, the objective is to predict the value of an output variable (or response) based on the value of an input (or predictor) variable (Sugiyono, 2013:261). Simple linear regression analysis was performed to examine how well job training predicts employee performance. Based on the results of simple linear regression analysis, the constant value is 24.510 and the training regression coefficient is 2,762. As shown by Table 2 the regression equation is obtained as follows:

$$Y = 24,510 + 2,762 X$$

T Test

The T test is a regression coefficient test used to identify whether the independent variable (X) influences the dependent variable (Y) (Sunyoto, 2013). Based on the results of the t-test, it was found that the training (X) t-value was 15.636, which was greater than the t-table, which was 2.008 with a significantly less than the value (0.000 <0.05), so H₀ was rejected and H_a was accepted. It shows that training has a significant effect on employee performance of employees in Food and Beverage Service Departement at The Laguna, a Luxury Collection Resort and Spa with an error rate of 5%, 95% confidence, and 51 degrees of freedom.

Coefficient of Determination Test

The coefficient of determination is used to measure the ability of the model in explaining the diversity of dependent variables (Ghozali, 2016).

Table 3. Coefficient of Determination Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,911 ^a	,830	,872	8,16568

a. Predictors: (Constant), Pelatihan Kerja

b. Dependent Variable: Kinerja Karyawan

Based on the test results of the coefficient of determination, the R square value is 0.830, meaning that the dependent variable can be explained by independent variables as much as 83% (0.830 x 100%), the remaining 17% (100% - 83%) is explained by other variables not used in this study. According to Gozhali (2013), if the determination coefficient interval is between 80% - 100%, then the coefficient determinant is very strong. The results of the coefficient determinant in this study were 83%, it can be stated that the independent variables have a very strong effect on the dependent variable.

3. Discussions

In order to provide an overview of the research variables, descriptive statistic analysis was used to find the average score (mean) of respondent's assessment on statement items of each variable. Table 6 shows the mean score of each indicator for both variables.

Table 4. Mean Score of Training and Employee Performance

Dimension	Mean Score	Dimension	Mean Score
Training (X)		Employee Performance (Y)	
Development and Performance	3,47	Task Performance	4,48
		Contextual Performance	3,90
		Counterproductive Work Behavior	2,92

As we can see in Table 4, there are total of 4 indicators that produces 4 mean values for both variables. For training, there are 1 indicator while for employee performance there are 3 indicators. On the online questionnaire, there are a total of 52 statements that represent 4 indicators for both variables. Those indicators used are based on work training indicator is by Ameerq and Hanif (2013), while for employee performance indicator is by Koopmans et al., (2012. For training there are 13 statements while for employee performance there are 39 statements. The statements are then presented to the respondents by assessing it from 1 (Strongly Disagree) until 5 (Strongly Agree). The data is then calculated using Mean Score and Interval Class. The result shows that the lowest score for variable Y is criteria 3. It indicated that the counterproductive work behavior needed to be improved.

In order to explore the dimensions of training and employee performance deeper, the respective question that represented this variable were presented in Table 5 and Table 6 as follows.

Table 5. Indicator Training Dimension

Indicator	Mean Score
Development and Performance	
To increase quality, the hotel offers a comprehensive training program for all workers.	3,69
Every year, all staff will participate in a training session.	3,96
The requirement for training is discovered through a rigorous performance review system.	3,62
New hires are given formal training to help them master the skills they will require on the job.	3,81
Participation in the training program broadens one's circle of friends.	3,38
A training program results in promotion.	3,50
Targets set by the company as a result of training programs.	3,44
As a result of the program's proper instruction, my salary increased.	2,83
Participation in training programs will advance your career.	3,62
Participation in training programs will lead to new opportunities.	3,52
The training has assisted me in improving the skills required for my job.	2,98
Employee motivation training can help employees become more committed to the organization's goals.	3,37
My participation in training programs has had a greater impact on my career path.	3,38

Based on the research results related to the training variable, the statement that had gotten the greatest value was was “Every year, all staff will participate in a training session”. Most of the employees of Food and Beverage Service Departement at The Laguna, a Luxury Collection Resort and Spa participate in a training session every year . This demonstrates that the job training program is expected to reduce employee errors while also improving employee skills and performance, resulting in improved work performance (Elisa, 2014). On the other hand, the lowest average statement was “As a result of the program's proper instruction, my salary increased”. That indicated employees of Food and Beverage Service Departement at The Laguna, a Luxury Collection Resort and Spa feel proper instructionin training program can’t increase employee salary. This demonstrates that employee salaries before and after training have not increased, and as a result, employee morale has not increased (Wibawa et al., 2016).

Table 6. Indicator Employee Performance Dimension

Indicator	Mean Score
Task Performance	
In the previous three months, the quality of my work has been excellent.	4,40
In comparison to the previous year, the quality of my work over the last three months has improved.	4,42
In the last three months, the quality of my work has been lower than it should have been.	4,46
In the last three months, the quantity of my work has increased.	4,81
In comparison to last year, I believe the number of hours I worked in the last three months is appropriate.	4,50
In the last three months, my work volume has been lower than it should have been.	4,40
I was able to plan my work so that it was completed on time.	4,42
I strive for the end result of my work.	4,77
	4,71

I visualize the end result I want to achieve with my work.	4,46
I'm having difficulty prioritizing my work.	4,40
At work, I am able to distinguish between major and minor issues.	4,27
I can do my job well in a short amount of time.	4,31
I require additional time to complete my work assignments.	
Contextual Performance	4,08
I will be able to keep my promise.	4,08
I am capable of carrying out my responsibilities.	3,90
Cooperation with others is beneficial.	4,04
When I tell them something, they comprehend me perfectly.	3,88
I understand other people well when they express something to me.	3,96
Communication with others yields the desired outcome.	3,90
At work, I get creative ideas.	3,98
When there is a problem to be solved, I take the initiative.	3,87
When something needs to be done, I take the initiative.	3,81
When the prior task was completed, I started a new one.	3,85
When I need assistance, I ask for it.	3,90
I welcome constructive critique of my work.	3,67
I make an effort to learn from the feedback I receive on my work from others.	3,88
	3,87
If available, I accept challenging job responsibilities.	3,81
Customers appear to be pleased with my work.	
In my work, I consider the customer's preferences.	2,81
Counterproductive Work Behavior	2,96
At work, I whine about insignificant issues.	2,94
At work, I exaggerate problems.	2,83
I concentrate on the negative parts of my job rather than the favorable aspects.	2,77
	2,46
I discuss the unpleasant parts of my employment with my coworkers.	2,81
I discuss the unpleasant parts of my job with people from outside organizations.	3,02
	3,04
I work slowly on purpose.	2,62
I leave my work for someone else to finish on purpose.	
I made a snide remark to someone at work.	
I'm having a disagreement with a coworker, manager, or client.	
I committed a mistake on purpose.	

The statement that had gotten the highest score in the employee performance variable was "In the last three months, the quantity of my work has increased". It indicated that all employees of Food and Beverage Service Department at The Laguna, a Luxury Collection Resort and Spa for last three months increased their quantity of work. Staff are capable of completing tasks in accordance with the company's goals (Makarau et al., 2016). Additionally, the lowest average statement was "I work slowly on purpose". Based on the lowest average, it showed that employees believe they complete their tasks on time and in accordance with standard operating procedures. Training has an indirect effect on improving service performance because employees will work faster and more accurately to provide service (Karinda et al., 2016).

In this study, training had been proven to have a significant effect on employee performance at The Laguna, a Luxury Collection Resort and Spa. It evidenced by the t-test where the t-value of training (X) is 15.636 with a significance of $\leq 0.000 < 0.05$. The β value of training is 2.008, which indicated that if the training increased by one unit, while other

variables were constant, employee performance increased by 2.008. Broadly speaking, the formulation of the problem had been solved under the hypothesis that had been proposed. Training had a very strong influence on employee performance. Based on the coefficient of determination test, the training variable had a very strong contribution of 83% to employee performance and the remaining 17% was influenced by other variables which were not being used in this study. The results of this study are in line with the results of research conducted by Elnaga et al., (2013), Jagero et al., (2012), Sultana et al., (2012), and Zahid (2013) which stated that training has a significant effect on employee performance. It indicated that when training increases, employee performance also increases.

4. Conclusions

Based on data analysis result, training (X) has a significant positive effect on employee performance (Y) a case study of employees in Food and Beverage Service Department at The Laguna, a Luxury Collection Resort and Spa which can be proven by a significance value of $0.000 < 0.05$ with a value of $t\text{-count} > t\text{-table} = 15.636 > 2.008$. Moreover, the coefficient of determination analysis result proved that training had a very strong effect of 83% on employee performance, while the remaining 17% was influenced by other factors outside of this study.

Based on the research results obtained, then surely there are some suggestions for decision-makers at The Laguna, a Luxury Collection Resort and Spa that consisted of management needs to review the material obtained by employees once more, paying special attention to the things that employees require at work. Management is expected to develop a training program for employees to improve their understanding, accuracy, and completion of work in order to produce good work output for the company. Management is also expected to routinely evaluate work results following the training process in order to determine how far the training has progressed. Hopefully these can increase employee through training program.

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