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## Effect of Training on Performance at Darmaga Sunda Resto

*Idham Sakti Wibawa, Ilham Fajri\**

Diploma III in hospitality, NHI Tourism Academy, Indonesia

\*Correspondence: E-mail: [ilham@akparnhi.ac.id](mailto:ilham@akparnhi.ac.id)

### ABSTRACT

This study aims to see how much influence training has on the performance of employees at Darmaga Sunda Resto. The restaurant has identified a need for improved service quality and operational efficiency, which can be achieved through effective training. The research method used is a quantitative method involving employees from various departments at Darmaga Sunda Resto. Data was collected through a specially designed questionnaire to measure employees' perceptions of the training they received and its impact on their performance. The sample of this research is all employees, totaling 17 respondents. The results of this study indicate that training has a significant positive effect on employee performance at Darmaga Sunda Resto. It was found that employees who received proper and structured training tended to show improvement in their ability to provide quality service to customers. Training also contributes to increasing employee productivity, knowledge and work skills. These findings indicate that investing in appropriate training can improve overall individual and organizational performance in the hotel and restaurant industry sector. The recommendation for Darmaga Sunda Resto is to continue to focus on a quality training program, which includes developing employees' technical and interpersonal skills, as well as increasing efficiency and customer satisfaction.

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## 1. INTRODUCTION

### 1.1. Background Issues

Indonesia is a country that utilizes tourism as a tourist attraction. A variety of natural beauty and diverse cultural tribes make Indonesia a country worth visiting by foreign tourists (Apriliyani et al, 2014).

Adaptation to new habits is the starting point for the world of tourism as a foundation or turning point to get back up after 2 years of being hit by the COVID 19 virus. Various kinds of government programs have been planned and implemented for the revival of the tourism sector and the creative economy.

Various efforts have been made to save the tourism industry in Indonesia. There are three phases of "rescue" carried out by the Ministry of Tourism and Creative Economy/Tourism and Creative Economy Agency (Kemenparekraf/Baparekraf), namely Emergency Response, Recovery, and Normalization. The Emergency Response Phase focuses on health, such as initiating social protection programs, encouraging creativity and productivity while working from home (WFH), coordinating tourism crises with tourism regions, and carrying out recovery preparations. Next is the Recovery phase, in which the gradual opening of tourist attractions in Indonesia is carried out. The preparations were very thorough, starting from implementing the CHSE (Clean, Healthy, Safety, and Environmental Sustainability) protocol at tourist attractions, as well as supporting the optimization of MICE (Meeting, Incentive, Convention, and Exhibition) activities in Indonesia. The last is the Normalization phase, namely preparing destinations with the CHSE protocol, increasing market interest, to providing discounts for tour packages and MICE. One of the programs that has been implemented is the Virtual Travel Fair from August to September 2020. With the normalization phase in effect, the tourism industry has moved up to the normal stage. The opposite has happened in the last 2 years. During a pandemic there was a massive reduction in employees, this was applied to extend the life of the industry and as a way to adapt to conditions. If you look at the state of tourism in Bandung, it is a tourist destination city that has many tourist destinations. And Bandung is already famous for its culinary tourism besides its fashion. In Bandung culinary tourism, which is a Priangan area, of course, it is famous for its uniqueness in Sundanese cuisine. Restaurants with typical Sundanese cuisine have spread across the city of Bandung and its buffer zones. One of the buffer zones for the city of Bandung is West Bandung. Directly adjacent to the city of Bandung, West Bandung offers many culinary locations, especially in the Lembang area.

Tabel 1. Number of Restaurants/Eating Houses in West Bandung Regency 2018-2021

Kabupaten	Tahun/Years			
	2018	2019	2020	2021
Bandung Barat	66	102	195	195

Source: Dinas Pariwisata Provinsi Jawa Barat, 2022

In 2020, if we look at conditions from 2018 to 2020, there will be an increase in the number of restaurants by more than 100%, from 66 to 195 restaurants. Not surprisingly, West Bandung is used as a place that is visited by many tourists, both domestic and foreign. The growth of tourist destinations in West Bandung continues to increase in addition to the number of restaurants for tourist accommodation also increasing. This is intended to meet the interest of tourists who have a high interest in tourist destinations in West Bandung

The rapid growth of restaurants will create a need for human resources to fill strategic positions in these restaurants. The performance of employees as the spearhead of a restaurant will certainly be an illustration of the guest's perception of whether a service product from a restaurant is good or not.

One way to improve the quality of employee performance is through training. Training is a process designed to improve the knowledge, skills and attitudes of employees in carrying out their duties and responsibilities. Through effective training, employees can improve the quality of their service, increase operational efficiency, and create a positive experience for customers.

Darmaga Sunda Resto is one of the leading restaurants located in the Darmaga area, West Java, which is known for its Sundanese specialties. As a restaurant that continues to grow, Darmaga Sunda Resto also faces challenges in improving employee performance and providing satisfying service to customers. Therefore, it is important to analyze the effect of training on the performance of employees at Darmaga Sunda Resto. For example, research conducted by [Tsaour et al. \(2017\)](#) in the hospitality industry shows that training has a positive relationship with employee performance. Researchers found that intensive and targeted training helps employees develop the technical and interpersonal skills needed to provide quality service to customers.

In addition, another study by [Li et al. \(2019\)](#) in the context of the restaurant industry found that training has a positive effect on employee performance. The results of this study indicate that training tailored to individual and organizational needs can improve the ability of employees to carry out their duties efficiently and increase customer satisfaction.

Taking into account this background, this study aims to investigate the effect of training on the performance of employees at Darmaga Sunda Resto. Through this research, it is hoped that a deeper understanding can be obtained about the extent to which training contributes to improving employee performance and quality service in this restaurant.

## 1.2. Identification of problems

The problem that will be examined in this study is the effect of training on performance at Darmaga Sunda Resto, by dividing by the following questions:

- a. How is the training available at Darmaga Sunda Resto?
- b. What is the performance at Darmaga Sunda Resto?
- c. How does training influence performance at Darmaga Sunda Resto?

## 1.3. Research purposes

The purpose of this research is to answer the research problem whether training affects employee performance. The results of this study are expected to be a reference material, especially for restaurant managers to provide training to employees. The output target of this research is to be able to analyze how much influence training has on performance so that it can make a scientific contribution to the tourism sector and have a significant impact on increasing competence for the Sundanese resto dock in particular and restaurants in West Bandung in general.

## 2. LITERATUR REVIEW

### 2.1 Restaurant

A restaurant is a place or building that is commercially organized, which provides good service to all guests, whether eating or drinking. Some restaurants are located in a hotel, office

or factory, and many also stand alone outside the building. The purpose of restaurant operations is to make a profit as stated in Prof.'s definition. Vanco Christian from the School Hotel Administration at Cornell University in his book *Marsum WA*. Apart from business goals or making a profit, making guests satisfied is also the main goal of restaurant operations. In this business, there is a kind of bartering between buyers and sellers, in this case between products and services and money. This bartering will not run smoothly if the officers who will handle the service are not carefully selected, properly educated and trained, taught to communicate and coordinated carefully and prepared with sincerity (Marsum WA, 2005: 7).

Restaurants mean money, therefore you must know exactly how to manage it, how to make guests happy and satisfied so that they always want to become restaurant customers (Marsum WA, 2005: 7-8).

There are various definitions of restaurants. According to Wojowasito and Poerwodarminto, what is meant by design in a restaurant is the plan, aim or objective. So a restaurant is actually a well-planned business that is intended and intended for a specific purpose (Marsum WA, 2005:8).

## 2.2 Human Resource Management

According to the Big Indonesian Dictionary, human resources are human potential that can be developed for the production process. The potential of human resources is different for each individual. To be able to develop the potential of these different human resources, a unique management system is needed which is called human resource management. Human Resources are one of the most important factors in a company besides other factors such as capital, therefore HR must be managed well to increase the effectiveness and efficiency of the organization (Hariandja (2002:2). According to Mathis and Jackson (2006: 3) "HR is the design of formal systems in an organization to ensure the effective and efficient use of human talent to achieve organizational goals."

Based on the definition of human resources according to several experts above, the author can conclude that, Human Resources is a potential that every human being has that can be used as a tool for the production process. In its application, this tool is a source of energy, thoughts, ideas, as well as knowledge and abilities for the individual.

Human resource management is all the potential that exists in humans in the form of reason, energy, skills, emotions and so on which can be used both for themselves and for the organization or company (Tohardi 2002:12). Furthermore, Hasibuan (2001:2) defines that human resource management is planning, organizing, coordinating, implementing and supervising the multiplication, development, provision of rewards, integration, maintenance and separation of workforce in order to achieve organizational goals. Meanwhile, Nasution (1996:1) stated that management is activity, planning, organizing, directing and coordinating by using human resources and other resources.

Based on the definition above, it can be concluded that human resource management is the management and empowerment of existing resources for individuals (employees). Management and empowerment are developed optimally in the world of work to achieve organizational goals and individual employee development.

## 2.3 Training

Hasibuan (2001: 70) says that training is a short-term educational process that uses systematic and organized procedures. This is intended so that operational employees can learn workmanship technical knowledge and skills to achieve certain goals. Meanwhile, according to Nitisemito (1996: 53) Training is an activity that intends to improve and develop

attitudes, behavior, skills and knowledge of its employees in accordance with the wishes of the company. Training is a management function that needs to be carried out continuously in the context of fostering human resources in an organization. Specifically, the training process is a series of actions that are carried out in a continuous, gradual and integrated manner. Each training process must be directed to achieve certain goals related to efforts to achieve organizational goals. That is why, the responsibility of training organizers lies with line personnel and staff.

Any company that wants employees to work effectively and efficiently should not underestimate the importance of this training. Indeed there are some employees who are able to motivate themselves to improve their abilities without interference from the company concerned. However, in reality, the number of self-motivated employees is still very small. In addition, the possibility of training conducted by individuals is not in accordance with the wishes of the company.

Old and experienced employees, as well as new, experienced employees, also need to be given training. With training, it is hoped that they will develop themselves so that they can work more effectively and efficiently. Perhaps training is also meant to adapt to new needs or changes in attitudes, behavior, and skills. With knowledge in accordance with the demands of change, such as changes in technology and work methods, it is also necessary to change attitudes, behavior, skills and knowledge. Therefore, companies/agencies must remain a pioneer in implementing training for their employees.

The descriptions on the meaning of education and training above identify the elements which are a requirement for an activity to be called education and training, these indicators include (Mangkunegara, 2001):

1. Training materials which can be in the form of: management (management), script management, work psychology, work communication, work discipline and ethics, work leadership and work reporting.
2. The training method used can be in the form of training methods with participatory techniques, namely group discussions, conferences, simulations, role playing (demonstrations) and games, in-class exercises, tests, teamwork and study visits (comparative studies).
3. The purpose of the training is to improve work skills, so that participants are able to achieve maximum performance and increase participants' understanding of the work ethic that must be applied.

Targets, which here are trainees or company employees who meet the qualification requirements such as permanent employees and staff who have received recommendations from the leadership.

#### 2.4 Performance

Mangkunegara (2001: 67) argues that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Rivai (2004: 309) performance is the real behavior displayed by each individual as work performance that is produced in accordance with their role in the company.

Suya (Armanu and Mandayanti, 2012: 154) explains that performance is the result of work that can be achieved by a person or group within an organization according to their respective authorities and responsibilities. This is done in an effort to achieve the goals of the organization concerned legally, not breaking the law, and in accordance with morals and ethics.

Meanwhile, according to [Hasibuan \(2001: 34\)](#), performance is defined as the work achieved by a person in carrying out the tasks assigned to him. This performance is based on skills, experience, sincerity, and time.

[Prawirosentono \(Sutrisno, 2011: 170\)](#) explains that performance is the result of work that can be achieved by a person or group of people in an organization, according to their respective authorities and responsibilities, in the context of achieving organizational goals. Furthermore, [Mathis and Jackson \(2000:78\)](#) state that performance is basically what individuals do or don't do so that it affects how much they contribute to the organization.

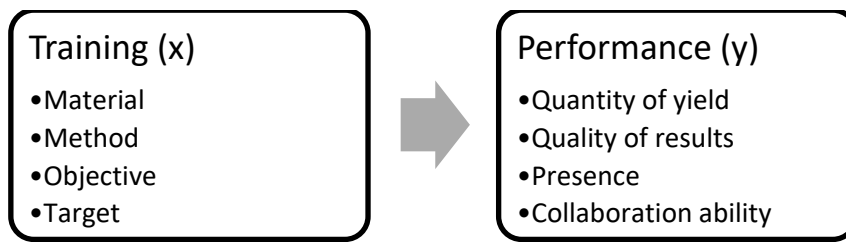
According to [Mathis and Jackson \(2006: 376\)](#) indicators that affect performance include:

- a. The quantity of results, is the amount produced and is expressed in terms such as the number of units, the number of activity cycles completed. The quantity is measured by the employee's perception of the number of assigned activities and their results.
- b. The quality of the results, is the level at which the results of the activities carried out are close to perfect, in the sense of adjusting some of the ideal ways of performing activities, as well as fulfilling the expected goals of an activity. Quality of work is measured from employee perceptions of the quality of work produced and the perfection of tasks on the skills and abilities of employees.
- c. Attendance, is a result of employee activities that are supported by high levels of attendance and punctuality.
- d. The ability to work together, employees can work together with leaders and colleagues so that the goals of organizational effectiveness are well achieved.

## 2.5 Framework

A restaurant is a place or building that is commercially organized, which provides good service to all guests, whether eating or drinking. Every restaurant that exists certainly has the same goal, namely to get as much profit as possible. A lot of profit cannot be obtained in an instant or fast way, it needs a process so that the restaurant can get a lot of profit. Many factors can influence this, the first and most important is that customer satisfaction will come back to the restaurant. Even so, if we look at the current trend, the function of the restaurant has been very developed. People come to restaurants not only to look for food or drink, but also other things including service, scenery, atmosphere, lifestyle, and health. Of all these things, the most important thing is service. Service is very closely related to human resources. As stated by Sandres and H. Hill "The goal of food service operation is to satisfy customers by meeting or exceeding their expectations." It can be interpreted that the goal of a food service operation is to exceed their expectations. According to Supranto "Service is a word that for service providers must be carried out properly." Service is indeed something that is attached to every waitress. Satisfying service for every consumer will of course also increase the value of the restaurant, so that it will be easier for the restaurant to achieve success. Of course, good human resources cannot be obtained in an instant or fast way, a process is needed that can ensure that every individual has good quality. This process in human resource management is called training.

With training on the performance of Darmaga Sunda Resto employees to continue to improve employee performance. For more details, see the schematic framework as follows:



Figures 1. Research Model  
Source: author (2022)

## 2.6 Hypothesis

A hypothesis is a temporary formulation of conclusions from the relationship of complex phenomena to a research problem whose truth needs to be tested empirically (Nazir, 2003). The hypothesis proposed in this study is that the training variable (X) has a positive and significant effect on the employee performance variable (Y).

## 3. METHODS

### 3.1. Method Research

The research method used by the author in this study is the Quantitative Descriptive Research Method, which is a method for examining the status of a group of people, an object, a set of conditions, a system of thought, or a class of current events by making a description or picture in a systematic, factual and accurate regarding the facts, characteristics and relationships between the phenomena investigated with the right interpretation (Nazir, 2003).

The object of research is employees of Darmaga Sunda Resto in West Bandung Regency. The population in this study were employees of Darmaga Sunda Resto. The number of employees is 17 people consisting of waiters, greeters, and cooks. The technique to be used by the author according to the title is non-probability sampling. The meaning of non-probability sampling is a sampling technique that does not provide equal opportunities or opportunities for each element or member of the population to be selected as a sample. By using the slovin formula, the research sample is 17 respondents. The type of non-probability sampling that will be used by the author is purposive sampling with the provisions that the sample is visitors who have followed the tourist attraction's Instagram. Sources of data obtained through primary data, namely observation, interviews, and questionnaires. In addition, a literature study was conducted to enrich the research material. The results of the answers from the questionnaire need to be tested for reliability to get clues regarding validity and reliability, so that it is known that the instruments used are appropriate. The validity test was tested using the T test and the reliability test used the SPSS program.

### 3.2. Scale of Measurement and Data Analysis Techniques

In compiling the research instrument this time, the researcher used an ordinal measurement scale or a Likert scale. This scale has levels, but the distance between levels is uncertain. There are five alternative answers, namely: strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1). The author will use a Likert scale to process data that has been obtained from Darmaga Sunda Resto in West Bandung Regency. By using the Likert Scale calculation, the variables will be measured and translated into variable indicators. The formula needed to use a Likert scale in knowing the limits of the highest value and the lowest value for assessment in a continuum line according to Sugiyono (2013) is the result of

the calculation as follows:

Calculations to find out the Scale Range:

- a. Highest Score = Highest Score x Number of Questions x Number of Respondents
- b. Lowest Score = Lowest Score x Number of Questions x Number of Respondents

To calculate the scale range for each category, the following formula is used:

- (i) Scale Range = (Maximum Value - Minimum Value) / Highest Value
- (ii) Rating Scale Interval =

Sangat Setuju	Setuju	Netral	Tidak Setuju	Sangat Tidak Setuju
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Figures 2. continuum line

Source: Sugiyono (2013)

As for data analysis, simple linear analysis was used to determine the effect of the independent variable (training) on the dependent variable (performance) of employees by first analyzing the correlation and determination between variables. Correlation is the degree or level of relationship between two variables, where if the values of one variable increase, while the values of other variables decrease, then the two variables have a negative correlation. Conversely, if the values of a variable increase and are followed by an increase in the value of another variable, or if the value of a variable decreases and is followed by a decrease in the value of another variable, the two variables have a positive correlation. Then, the coefficient of determination is also used to determine the magnitude of X's contribution to the rise and fall of the value of Y. The coefficient of determination is the square of the correlation coefficient. In using the coefficient expressed in percent so it must be multiplied by 100%. The coefficient of determination is used to determine the percentage of influence that occurs from the independent variables on the dependent variables.

#### 4. RESULTS AND DISCUSSION

From the research results, the authors found that the independent variables have different percentages in explaining the changes that occur in employee performance. The results of the variable test show that training partially has a significant effect on employee performance, with the calculated t value greater than t table, namely  $2.649 > 1.761$ . The direction of the regression coefficient is positive. This can be seen from the beta value of 0.964, which indicates that the training variable has a positive effect on employee performance. This means that an increase in training will lead to an increase in employee performance.

The results of this test are in line with Hasibuan's opinion (2001) which explains that training is an activity to improve and develop attitudes, behavior, skills and knowledge of employees according to the needs of the relevant agencies. Each training aims to increase the work productivity of a company or agency. Influences that affect the training can come from within or outside the agency. This influence requires every organization and agency to improve services in order to meet the increasing needs of society. To achieve a high level of productivity, companies/agencies must improve the ability of employees, both knowledge and skills, in order to adapt to changes in the institution. This can be achieved through training that provides incentives.

In addition, Sumarsono (2003) also stated that the quality of employees who continue to increase is an important aspect that must be maintained and maintained by agencies. This relates to the agency's desire not to experience setbacks. Therefore, in the process of recruiting new employees/employees, it is necessary to select workers with adequate quality, while trying to improve the capabilities they already have. By conducting training



for employees in a government agency, various benefits can be obtained for the leadership and employees in making decisions. Thus, efforts to increase employee productivity and performance can be achieved without increasing the number of employees, but simply by coaching, developing and training human resources.

A government agency such as Darmaga Sunda Resto is always required to have a training program that aims to improve technical capabilities and skills as well as managerial abilities in carrying out the duties and responsibilities of that agency. This will bring benefits to the agency because the operational costs that will be incurred can be minimized.

Errors in work will be corrected to increase work efficiency and effectiveness. As for what is meant by efficiency and effectiveness is the ability to do work with optimal results, without wasting time and inefficient use of resources.

## **5. CONCLUSION**

### **5.1 Conclusions**

Based on the results of the analysis and testing of the hypothesis to determine the effect of Training on Employee Performance at Darmaga Sunda Resto, the following conclusions can be drawn:

- a. The training conducted by Darmaga Sunda Resto is in the very high category, with an average score of 220.37, especially in terms of following instructions given by superiors regarding assigned tasks. The total training score reached 226.
- b. Employee performance at Darmaga Sunda Resto is in the very high category, with an average of 205.63. Especially in the aspect of showing enthusiasm to display maximum work results, with a total score of 227 which is at a very high value.
- c. The results of the variable test show that training partially has a significant effect on employee performance, with the calculated t value greater than t table, namely  $2.649 > 1.761$ . The direction of the regression coefficient is positive. This can be seen from the beta value of 0.964, which indicates that the training variable has a positive effect on employee performance. This also means that increased training will lead to increased employee performance.

### **5.2 Suggestion**

The suggestions that researchers put forward that can be used as useful input for interested parties are:

#### **1. For Darmaga Sunda Resto**

After observing and analyzing the results of the research. The researcher suggests that Darmaga Sunda Resto, who is the sample in this study, be more stringent in considering the decision to conduct training related to improving employee performance.

#### **2. For Further Researchers**

It is hoped that future researchers will examine this issue further in depth. The depth in this study will be more accurate and maximal if the samples taken are expanded, both from the types of companies and the years studied.

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