



**JBK**  
Jurnal Bisnis & Kewirausahaan  
Volume 18 Issue 1, 2022  
ISSN (*print*) : 0216-9843  
ISSN (*online*) : 2580-5614  
*Homepage* : <http://ojs.pnb.ac.id/index.php/JBK>

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## Training Program Influence in Enhancing Employee's Performance at F&B Service the St. Regis Bali Resort

I Putu Bayu Andreawan<sup>1</sup>, Ni Nyoman Triyuni<sup>2</sup>, I Ketut Astawa<sup>3</sup>

<sup>1,2,3</sup>Jurusan Pariwisata, Politeknik Negeri Bali, Indonesia

<sup>1</sup>bbayuandreawan@gmail.com

**Abstract.** Training is an important thing carried out by companies that provide opportunities for employees to improve their skills related to work. The study, entitled "Enhancing Employee's Performance by Training Program at F&B Service the St. Regis Bali Resort" aims to find out how to improve the performance of F&B service employees through training programs at The St. Regis Bali Resort. Sample in this study amounted to 30 respondents. This study uses a sampling technique that is a saturated sample. Data collected using a questionnaire that has been tested for validity and reliability. The data analysis used is simple regression analysis technique. From the study result at a significant level of 5% show that the training program has a positive and huge impact on the performance of F&B service employees as proven by the beta coefficient ( $\beta$ ) of 0.761. The training program can influence the performance of F&B service employees was ( $R^2$ ) 53.0%. Therefore, there will be an increment in the performance of F&B service employees by 0.761. With indicators of the training program, namely: type of training, training materials and time of implementation. Hotel management must maintain or develop training for increasing.

**Keywords:** *enhancing, training program, performance of F&B service employees, The St. Regis Bali Resort, simple regression analysis*

**Abstrak.** Pelatihan merupakan hal penting yang dilakukan oleh perusahaan yang memberikan kesempatan kepada karyawan untuk meningkatkan keterampilan yang berhubungan dengan pekerjaan. Penelitian yang berjudul "Pengaruh Program Pelatihan Dalam Meningkatkan Kinerja Karyawan Pada F&B Service St. Regis Bali Resort" ini bertujuan untuk mengetahui bagaimana meningkatkan kinerja karyawan F&B service melalui program pelatihan di The St. Regis Bali Resort. Sampel dalam penelitian ini berjumlah 30 responden. Penelitian ini menggunakan teknik pengambilan sampel yaitu sampel jenuh. Data dikumpulkan menggunakan kuesioner yang telah diuji validitas dan reliabilitasnya. Dari hasil penelitian pada taraf signifikan 5% menunjukkan bahwa program pelatihan berpengaruh positif dan sangat besar terhadap kinerja pegawai F&B service dibuktikan dengan koefisien beta ( $\beta$ ) sebesar 0,761. Program pelatihan dapat mempengaruhi kinerja pegawai F&B service adalah ( $R^2$ ) 53,0%. Sehingga akan terjadi peningkatan kinerja pegawai F&B service sebesar 0,761. Dengan indikator program pelatihan yaitu: jenis pelatihan, materi pelatihan dan waktu pelaksanaan. Manajemen hotel harus mempertahankan atau mengembangkan pelatihan untuk peningkatan.

**Kata Kunci:** *meningkatkan, program pelatihan, kinerja pegawai F&B service, The St. Regis Bali Resort, analisis regresi sederhana*

## **INTRODUCTION**

Bali is an icon of Indonesian tourism in the eyes of world. Bali is focal point of tourism in Indonesia and also one of world's leading tourist destinations. It is known to tourists since it has the beautiful natural potential with a unique blend of nature, humans and cultural customs based on conceptual harmony to create ideal and quality aesthetic conditions. To support tourism, the is needed accommodation such as hotels, Hotel is a place where lodging is provided, food, and drink, and other services, for rent for guests or people who stay for a while (Fadillah et al., 2019). In it is operation, the hotel also has several supporting facilities, one of them is restaurant facilities because of the any public place that sells food can be known as restaurant that explanation (Barrows et al., 2012).

Besides that, the restaurant is providing services to guests, the restaurant also aims for business or profit, giving satisfaction to guests is also a restaurant's main operational goal is explanation (Sari, 2018). And the type of restaurant in the hotel such as Coffee Shop, Fine dining, Grill Room, Cafeteria, Super Club, Night Club / PUB / Discothèque, Specialty Restaurant. In the restaurant, employee who interacts most with guests is the Food & Beverage service employee. The Food & Beverage is a piece of the hotel that manages or on the other hand, is liable for the requirements of food and drink services as commercial and professional needs. Food & beverage service is a part that has the main duty to prepare and serving food and drinks to guests both at the hotel and outside hotel (Mertayasa, 2012). Because Food and Beverage Service employee is the person incharge of serving food to guests who visit hotels and restaurants in developing and increment the quality of service. It is necessary to renew skills and knowledge through training by hotel or restaurant management so that every employee has a good appearance.

This training is crucial for every employee because training program is a part of programs designed to improve the knowledge and abilities of employees with their work (Aruan, 2013), or short-term learning purposed at developing knowledge, skills and attitudes to meet current and future job requirements (Marwansyah, 2016). Training must also be provided periodically appropriate with the development of existing service standards to support employee performance because training as a practice to broaden the horizons of employees that focuses on identifying and assessing the extent to which they can absorb this knowledge to improve employee performance for the better as Food & Beverage Service. Performance is the work result in quality and quantity achieved by a person employees in carrying out their duties according to their responsibilities given to him that explanation (Mangkunegara, 2015).

The above is the basis for researchers to conduct research and to strengthen it all is also based on several previous studies such as that the application of training can improve the performance of Food & Beverage service employees because of training points and employee performance (Ramli et al., 2018), effect of effective training on hotel staff skills, staff performance, employee productivity and cost reduction (Khalaf et al., 2016), The training has a direct influence on employee performance and tends to increase the employee's actual performance as a whole (Ameeq-ul-Ameeq & Hanif, 2013), Training effectiveness and contributes to improving employee performance. The impact of training practices on employee performance (Elnaga & Imran, 2013), analysis show that there is a relationship between the two but the impact and effect of training practices on employee productivity (Singh & Mohanty, 2010), training and feedback can be improved levels of performance of all types of organizations, and the quality of the team process can be improvements that will result in better shape for employee (Farooq, 2011), the effect of job training and motivation on employee performance (Rispati et al., 2013), the variables of training, motivation, and competence have a significant influence on employee performance (Adriyanto & Subakti, 2018).

Based on some of the research above, the authors are interested in doing the same research at The St. Regis Bali Resort because this hotel is one of the Marriot Bonvoy brands. That always provide updates or training to all its employees, especially in the Food and

Beverage Service section, this hotel wants to always provide the best quality service through employees who have good quality. In this time the writer wants to know the training program that has been provided by the Marriot Bonvoy to The St. Regis Bali Resort has had an impact on improving performance services for employees in the F&B Service sector, which of course will affect the service satisfaction of guests.

## RESEARCH METHODOLOGY

This research was conducted at the Food and Beverage Department The St. Regis Bali Resort, is a 5 star hotel located in Nusa Dua area Lot S6 Tourism Po.Box 44 Nusa Dua Bali 80363, and for the contact number +62 361 8478111. The object of this research is enhancing employee's performance by training program at F&B service The St. Regis Bali Resort. The type of data used in this research are quantitative data is data in the form of numbers and can be calculated, and then qualitative data is data that is not in the form of numbers but the form of information such as organizational structure, hotel history, & facilities (Kusherdiana, 2016). Sources of data in this study are two data, namely primary and secondary data (Kusherdiana, 2016). Primary data directly from the researchers were interviews with hotel management and collection of questionnaires from F&B employees who had participated in the training program. Secondary data in the form of websites, journals, books, history, job descriptions, and organizational structure. This study uses 2 variables, namely: Training Program as (Independent Variable) and Performance F&B service employee as (Dependent Variable). By measuring questionnaires using a Likert scale, such us:

**Table 1.** Likert Scale

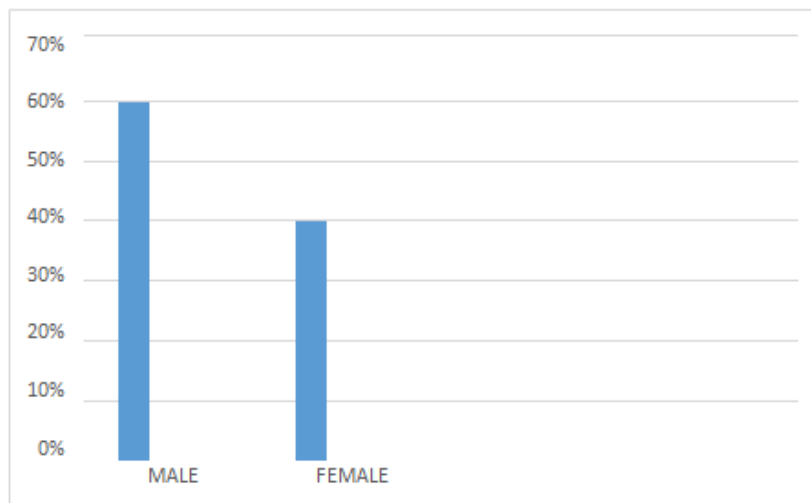
No.	Scale	Score
1	Answer SD (Strongly Disagree)	1
2	Answer D (Disagree)	2
3	Answer N (Neutral)	3
4	Answer A (Agree)	4
5	Answer SA (Strongly Agree)	5

Respondents in this study were the population of F&B service employees by taking a sample of 30 people using proportionate stratified random sampling that came from the level of positions in F&B namely staff, supervisors, assistant managers, managers.

**Table 2.** Strata of Position

No.	Position	Population	Sample
1	Staff	$\frac{42}{60} \times 30$	21
2	Supervisor	$\frac{8}{60} \times 30$	4
3	Assistant Manager	$\frac{6}{60} \times 30$	3
4	Manager	$\frac{4}{60} \times 30$	2
	TOTAL	60	30

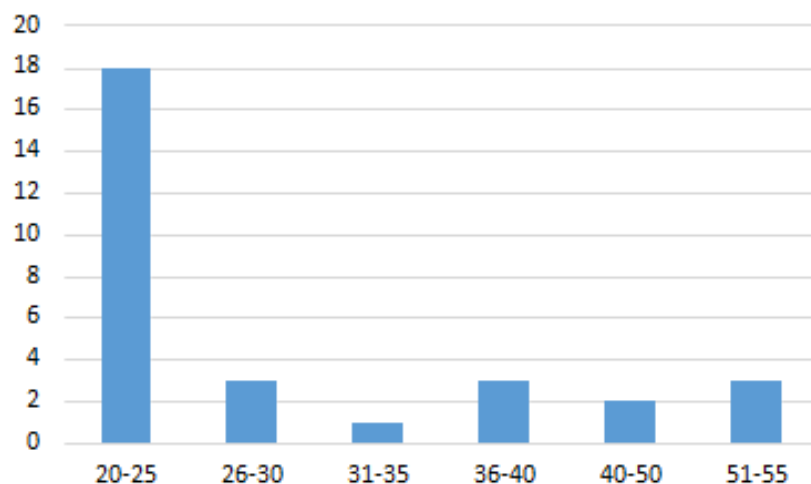
Employees who are sampled with a percentage as shown in the figure below:



**Figure 1.** Employees who are sampled

The characteristics of respondents based on gender who work at The St. Regis Bali Resort, with male gender were 18 people or 60% of the total more than female gender respondents were 12 people or 40%.

Employees who fill out the questionnaire have an age range as below:



**Figure 2.** Employees who fill out the questionnaire

The characteristics of respondents based on age who work at The St. Regis Bali Resort have an age range of working employees is from 20 years old to 55 years old and most of the work between the ages of 21 and 25 years. The instrument test uses the validity test and the questionnaire reliability test is used. Reliability test is a test carried out with the aim of knowing the extent to which the measurement results are reliable if the measurements are carried out repeatedly. The data was calculated using SPSS 25 software, and the analysis used was qualitative descriptive analysis.

## RESULTS AND DISCUSSIONS

### Validity Test

**Table 3.** Training Program Variables (X)

No. Item	Variable (X)	Corrected Item-Total Correlation (r count)	Value (r table) (r30,0,01)	Information
1.	The training that I have done is in accordance with what the company needs.	0,914	0,463	Valid
2.	The training provided uses the company's budget.	0,919	0,463	Valid
3.	The material presented in the training is in accordance with the goals the department wants to achieve.	0,925	0,463	Valid
4.	The material presented is able to be implemented and increases the knowledge of the training participants.	0,872	0,463	Valid
5.	The material is always updated according to the conditions and needs of the company.	0,871	0,463	Valid
6.	The materials provided to employees have been completed according to schedule.	0,909	0,463	Valid
7.	The training provided runs according to the set time.	0,875	0,463	Valid
8.	The duration of the training provided is in accordance with the type of material.	0,829	0,463	Valid

It can be seen, the value of Corrected item-total Correlation, this is the value of the validity of the items, to assess whether the values above (item validity and item reliability) are valid and reliable, and compare with r table. For the example, instrument item number 1, the Corrected item-total Correlation value = 0,914 > R table 0.463. From the results, it can be concluded that all the items on the training program variable instrument are valid.

**Table 4.** Performance of F&B Service Employees Variables (Y)

No. Item	Variable (Y)	Corrected Item-Total Correlation	Value (r table) (r30, 0,5)	Information
1.	F&B Service employees can implement training for every given task and get satisfying results.	0,868	0,463	Valid
2.	F&B Service employees are able to provide the best service quality after participating in training.	0,854	0,463	Valid
3.	F&B Service employees have more insight after finished a training program.	0,700	0,463	Valid
4.	F&B Service employees are able to solve problems at work through the insights gained after training.	,910	0,463	Valid
5.	As a F&B Service, you must have an attitude of initiative in doing every job.	0,839	0,463	Valid
6.	F&B Service employees are capable and responsive in receiving work instructions and completing them effectively and efficiently.	0,917	0,463	Valid
7.	F&B Service employees have good attitude and behavior according to hotel standards after training.	0,933	0,463	Valid
8.	F&B Service employees are present to work according to the arrival time, which is 15 minutes before working hours.	0,889	0,463	Valid

It can be seen, the value of Corrected item-total Correlation, this is the value of the validity of the items, to assess whether the values above (item validity and item reliability) are valid and reliable, and compare with r table. For the example instrument item number 1, the Corrected item-total Correlation value = 0.868 > R table 0.463. From the results, it can be concluded that the Performance of F&B Service Employees can be concluded that all items on the variable instrument Performance of F&B Service Employees are valid.

### Reliability Test

**Table 5.** Reliability Test Results

No	Variable	Cronbach Alpha	Value (r table)	Information
1.	Training Program	0,961	0,463	Reliable
2.	Performance of F&B Service Employees	0,949	0,463	Reliable

The reliability test results show that the Cronbach's Alpha value is greater than 0.463 for the Training Program variable of 0,961 and the Performance of F&B Service Employees variable has a Cronbach's Alpha value of 0.949 which can be concluded that all variables are reliable. From the values that have been obtained, tests with SPSS V.25, where the Training Program and the Performance of F&B Service Employees are tested separately and get different results with the Training Program variables with the Performance of F&B Service Employees variable.

### The Correlation Analysis

**Table 6.** Correlation Test Results

		Correlations	
		Training	Performance of F&B Service Employees
Training Program	Pearson	1	<b>,739**</b>
	Sig. (2-tailed)		,000
	N	30	30
Performance of F&B Service Employees	Pearson	<b>,739**</b>	1
	Sig. (2-tailed)	,000	
	N	30	30

\*\* Correlation is significant at the 0.01 level (2-tailed).

The Pearson correlation value is 0.739, which means that the relationship between training program variables and performance of F&B service employees is classified as having a strong influence, which is in the coefficient interval of 0,60 - 0,799. Which interval is obtained from the table interpretation of the correlation coefficient;

**Table 7.** correlation coefficient interval

R value ( Positive/ Negative)	Interpretation of Result
0,00 – 0,199	Very Low
0,20 – 0,399	Low
0,40 – 0,599	Moderate
<b>0,60 – 0,799</b>	<b>Strong</b>
0,80 – 1,000	Very Strong

## Classic Assumption Test

**Table 8.** Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		30
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	2,85208338
Most Extreme Differences	Absolute	,130
	Positive	,130
	Negative	-,104
Test Statistic		,130
Asymp. Sig. (2-tailed)		<b>,200<sup>c,d</sup></b>

The significant value is 0.200 more than 0.05, which means that the training program variable (X) and the variable performance of F&B service employees (Y) are normally distributed.

**Table 9.** Linearity Test Results

			ANOVA Table				
			Sum of Squares	df	Mean Square	F	Sig.
Performance of F&B Service Employees * Training Program	Between Groups	(Combined)	1039,983	10	103,998	11,423	,000
		Linearity	977,070	1	977,070	107,319	,000
		Deviation from Linearity	62,914	9	6,990	,768	<b>,647</b>
	Within Groups		172,983	19	9,104		
Total			1212,967	29			

Two variables are said to have a linear relationship. If the significance is more than 0.05 so that decision making is in the form of a linear relationship, whereas if the significance is below 0.05, the decision making is in the form of no linear relationship between the two variables. In the table, significance value is 0.647 > 0.05. So it can be concluded that the training program affects the performance of F&B service employees at The St. Regis Bali Resort.



**Table 10.** The t Test Results

Model	Coefficients <sup>a</sup>				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1	(Constant)	7,824	4,756		1,645	,111
	Training	,761	,131	,739	5,804	,000

a. Dependent Variable: Performance of F&B Service Employees

Above obtained the t-test result of 5.804, then by observing the t and sig columns. So it can be concluded that the training program has an effect on the performance of F&B service employees (H1). The training program variable (X) has a positive and significant effect on the variable performance of F&B service employees. This can be seen from the significance of the training program (X)  $0.000 < 0.05$ , and the value of t table =  $t(\alpha / 2; n-1) = t(0.025; 29) = 2.04523$ . This means that the t-count is greater than the t-table ( $5.804 > 2.04523$ ) then H0 is rejected and H1 is accepted. So it can be concluded that there is a partially positive and significant influence of the training program (X) on the performance of F&B service employees (Y)

**Table 11.** Simple Linier Regression Results

Model	Coefficients <sup>a</sup>				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1	(Constant)	7,824	4,756		1,645	,111
	Training	,761	,131	,739	5,804	,000

The results of the analysis using SPSS V.25 with analysis expressed in the form of a simple linear regression line equation:

$$Y = a + b X$$

$$Y = 7,824 + 0,761 X$$

Then it can be explained as follows:

1. The constant value is 7,824 which states that if the training program variable (X value = 0) then the performance of F&B service employees (Y) variable is positive for 7,824
2. The regression coefficient value of the training program is 0.761, which means that if the training program variable (X) increases and the constant (a) is zero (0), the performance of F&B service employees (Y) variable will increase by 0.761. This suggests that the training program variables provided contribute positively to the performance of F&B service employees. So that the more frequent training programs are held, the performance of F&B service employees will increase.

**Table 12.** Coefficient of Determination Analysis Test Results

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	,739 <sup>a</sup>	,546	,530		2,82945

The following is a way to calculate the relationship between the training program and the performance of F&B service employees which is expressed as a percentage, which can be calculated using the following formula:

$$D = R^2 \times 100\%$$

Formula :

$$D = R^2 \times 100\%$$

$$D = (0.530) \times 100\%$$

$$D = 53.0\%$$

The calculation result shows that the coefficient of determination is 53.0%, which means that the variation in the relationship between the training program and the performance of F&B service employees is 53.0%, while the remaining 57.0% is determined by other variables outside of training which are not discussed in this study.

## CONCLUSIONS

Based on the results of the analysis and description about enhancing employee's performance by training program at F&B service the St. Regis Bali Resort, the following conclusion can be drawn as follows:

1. The influence of training programs on the performance of F&B service at The St. Regis Bali Resort based on the results of the analysis of the training program has a positive and significant effect on the performance of F&B service at The St. Regis Bali Resort. This is evidenced by the value of the beta coefficient ( $\beta$ ) of 0.761 and the contribution of the influence of training programs to the performance of F&B service by 53.0%. The training program stated that for every 1-unit increase in performance of F&B service, there was an increase in performance of F&B service by 0.761. So it can be concluded that the first hypothesis is accepted. If the training program at The St. Regis Bali Resort is high, the performance of F&B service will increase. therefore, it can be ascertained that the instrument and methods used in this research have been successful and can be used as a reference for further research.
2. The training program influence in enhancing employee's performance at F&B service the St. Regis Bali Resort is based on 3 training program indicators, namely: type of training where employees provide online training which is budgeted according to the scheduled material, material of training where the materials provided by the company are always on the beach according to hotel needs and also always being upgraded to add new insights for employees, especially on F&B service, and finally there is an execution time which is the implementation time of The St. Regis Bali Resort management by scheduling monthly or following the latest upgrade of the existing SOP so that employees will know it immediately to smoothen work operations. So, this will help improve employee performance because the employee has received the appropriate training program. Because some of these indicators have proven results, in future research they can use them as a reference and add other indicators that can complement further research.

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