

## ANALYSIS OF APPLICATION MINOR TRAINING BYTE TO IMPROVE THE EMPLOYEE PERFORMANCE IN THE FOOD AND BEVERAGE DEPARTMENT AT ANANTARA ULUWATU

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### ABSTRACT

**Purpose:** This study discusses Minor Training Byte in improving the performance of employees of the food and beverage department of Hotel Anantara Uluwatu. The purpose of this study is to find out the influence between Minor Training Byte and the performance of food and beverage department employees at Hotel Anantara Uluwatu and to know how much Minor Training Byte ability affects the performance of employees of the food and beverage department at Hotel Anantara Uluwatu.

**Methods:** The samples used were 60 members of the population. Data was collected through interview techniques, observations, questionnaires, literature studies, and documentation – data analysis using quantitative primary data analysis with simple linear regression analysis through the SPSS 20.0 program.

**Results and discussion:** The results of this study show that Minor Training Byte has been done quite well, and all respondents agreed that Minor Training Byte was carried out well, with the most answers at 48%. However, there still needs to be some improvement by the management regarding the standards in conducting Minor Training Byte. There is an influence between the Minor Training Byte and the performance of employees of the Food and Beverage Department.

**Implication:** This is evidenced by several assessments given by Food and Beverage Department employees (respondents) and test results that resulted in a calculated t value of 7,054 > t table of 2,0017. Most of the Minor Training Byte affect Employee Performance, as evidenced by the testing of a coefficient of determination of 0.642 or 62.4%. While the difference is 37.6%, it is the influence of other factors that do not participate in research and affect employee performance.

**Keywords:** Food and beverage department, minor training byte, employee performance.

### INTRODUCTION

Anantara Uluwatu Bali Resort is one of the five-star hotels located in South Bali, Pecatu village, Uluwatu, Bali. The quality of service provided to every guest staying at Anantara Uluwatu Hotel is the main point in maintaining and winning the competition. This resulted in the quality of service at Anantara Uluwatu Hotel being continuously improved through improved performance of its employees in providing services to the guests.

Employee performance is a translation of performance which means the work of a worker or employee, which a person achieves in carrying out the tasks charged to him where the work must be able to be shown concrete and measurable evidence (Sedarmayanti, 2011:260; Adiftiya, J., 2014; Arfan, Daniel., 2013). As is known, employees are the frontline who describe whether the hotel can provide good service through its performance so that guests will feel comfortable and desire to visit again. Based on this, it is appropriate for the hotel to give more attention through the policies taken, such as providing training programs. In addition, training not only changes the capabilities of the workforce and not only focuses on their current work but also helps employees fulfill the expectations of future tasks. (Obisi, 2011:16; Permatasari, I. W., & Chaniago, H., 2018; Ulfah, 2019).

The food and beverage department is part of the hotel that has a pretty important task because this department is tasked with meeting the needs of food and beverages. The food and beverage department is divided into two parts, namely food and beverage product and food and beverage service (Mertayasa, 2012:4; Wulansari, D. M., & Hakim, F. N., 2019:3; Yusnita, H. W., & Yulianto, A, 2013:6). Food and Beverage Department is one of the departments in Hotel Anantara Uluwatu, which consists of Food and beverage products and food and beverage service. It includes four outlets, namely 360 Restaurant, Botol Biru Restaurant, Sono Teppanyaki, and In Room Dining.

Considering the task of the food and beverage department is very important, the management has been trying to improve the performance of employees, especially in the food and beverage department in the food and beverage service and food and beverage products, through the implementation of the job training named Minor Training Byte. The performance is done every day for 15 minutes at leisure. This training is considered to have an essential role in improving the quality of work and productivity to help companies maintain the quality of service to the guests. However, based on the observations that the author found, lately, employees of Hotel Anantara Uluwatu Bali Resort, especially in the food and beverage department, have decreased performance. This is indicated by the complaints given by staying guests where most of the results occur due to the decrease in employee performance so that guests are dissatisfied with the service provided, so many guests give nasty comments through guest comments.

The previous research used as a reference in this study is: 1) Santi Riana Dewi (2018), with the title of the research being Analisis Dominasi Pengaruh On the job training Terhadap Peningkatan kualitas kinerja. This research was conducted in manufacturing companies with a sample number of 50 employees. The results showed that including employees in various on-the-job training will make a meaningful contribution to improving employee performance. 2) Ni Kadek Juni Dwi Asriani (2018), the research title is Analisis Hubungan Antara Pelatihan Dan Peningkatan Kinerja Karyawan di Amaroossa Suite Bali. This study uses quantitative analysis with simple linear regression modeling. The results showed that the performance of Amaroossa Suite Bali employees improved after attending the training. 3) Daniel Arfan Aruan (2013), the research title is Pengaruh Pelatihan Kerja Dan Motivasi Terhadap Kinerja Karyawan PT. Sucofindo (Persero) Surabaya. This study used multiple linear regressions. The samples in this study used stratified random sampling proportionate techniques. The results showed that the company's implementation is considered quite good in affecting employee performance, as well as comfortable working situation conditions that motivate employees to work earnestly; it is proven that motivation variables (X2) are the most dominant variables in influencing performance variables (Y) indicated by a percentage of test results of 37.21%. 4) I Wayan Sutya Edy Kumara (2016), the title of research is Pengaruh pelatihan terhadap kinerja karyawan dengan mediasi kepemimpinan pada hotel Satriya Cottages Kuta. The data analysis technique used in this study is path analysis. The results of this study show that (a) Training directly affects employee performance. (b) The imminent directly affects the performance of employees of Satriya Cottages Kuta Bali Hotel. (c) Training directly affects employee performance by leadership mediation. 5) Dr. Nelson Jagero (2012) Relationship between on-the-job training and employee performance in courier companies in Dar es Salaam, Tanzania. The research methodology uses correlation surveys and questionnaires as research instruments. The field findings show performance largely depends on the training employees receive. So, it can be stated that there is an excellent relationship between on-the-job training and employee performance at DHL and FedEx companies. 6) Furqan Hanif (2013) Impact of Training on Employee Development and Performance in the Hotel Industry of Lahore, Pakistan. The focus of this research is to determine if the training programs used by the Human Resource Department of Lahore hotels help employees grow and perform their tasks.

The research methodology uses qualitative descriptive analysis by conducting observations, interviews with 12 questions, and a questionnaire. The results showed that the training session influenced an employee's actual performance. So, the correlation between Training and employee Performance variables is positive. So, it can be interpreted that training can improve employee work efficiency as an advanced performance.

## METHODS

This research was conducted in the food and beverage department at Anantara Uluwatu Bali Resort Hotel, precisely Pemutih Street, Labuansait, Pecatu, South Kuta District, Badung Regency, Bali. This study was conducted six months, from September 2020 to March 2021. The research object of this study is the analysis of the application of Minor Training Byte training in improving the performance of food & beverage department employees at Anantara Uluwatu Bali Resort. The data types used in this study are quantitative and qualitative (Sugiyono, 2017). Quantitative data in this study in the form of tabulation of data results of respondents Food & Beverage Department employees about the Minor Training Byte and employee performance. Qualitative data in the form of guest comment data in 2020, Training materials Minor Training Byte, and interview results with assistance from the director of Food and Beverage, related to the implementation of Minor Training Byte in improving the performance of employees of food and beverage department at Hotel Anantara Uluwatu Bali Resort. The data sources used in this study are primary and secondary data (Sugiyono, 2017:61). The primary data in this study was obtained directly through the dissemination of questionnaires to employees of the food and beverage department that is disseminated through online media, that is, google form and also interview data. In contrast, secondary data in this study are guest comments in 2020 and Minor Training Byte materials. This study used the saturated sampling technique or census sampling, which is a sampling technique in which all population members are used as samples (Sugiyono, 2017:85). Sugiyama opinion (2017) states that if the population is relatively small or less than 100, then members of the population can be sampled. Based on this, the number of samples used in this study is the same as the entire population of 60 people consisting of permanent employees and contract employees in the food and beverage department of Anantara Uluwatu Hotel. The data were collected through observations, interviews, questionnaires, literature studies, and documentation. Instrument and data validity tests include validity and reliability tests, relationship tests, classic assumption tests that include normality tests, heteroskedasticity tests, and normality tests as follows:

**Table 1 Results of Research Instruments Test**

Validity Test				
Variable	Instrument	R (average)	R Table	Explanation
X	Minor Training Byte (4 item)	0,736	0,254	Valid
Y	Employee Performance (5 item)	0,727	0,254	Valid

Uji Reliability				
Variable	Reliability Coefficient	Cronbach Alpha	R Table	Explanation
X	Minor Training Byte (4 item)	0,715	0,60	Reliable
Y	Employee Performance (5 item)	0,722	0,60	Reliable

Source: Microsoft Excel, 2021

**Tabel 2 Correlation and Assumption classic test**

Test	Sig	Pearson Correlation	Explanation
Correlation test	0,000	0,672	Strong Correlated
Assumption classic test			
Test	Sig	Sig Level	Explanation
Normality test	0,332	0,05	Normal
Heteroskedastisity	0,589	0,05	No Heteroskedastisity
Linearity test	0,287	0,05	Linear

Source: Microsoft Excel, 2021

The instrument Test and validity test of the data are processed using SPSS 20.0; the processed data is a tabulation of respondents' answers through the filling of questionnaires on Minor Training Bytes and Employee Performance. From the results of instrument tests conducted, the research instruments showed valid and reliable results. In addition, the validity test of the data shows that there is a strong correlation between variables x and y. The data used is usually distributed, and the absence of indications of heteroskedasticity and the direction of regression between variables x and y is linear.

The analysis techniques include simple linear regression modeling and coefficient of determination tests. This simple linear regression is used to see whether or not there is an influence between variable x (Minor Training Byte) and variable Y (Employee Performance), with the following regression equation:  $Y = a + bX$ . At the same time, the coefficient of determination test is used to determine how much contribution or ability of variable x (Minor Training Byte) in meeting variable Y (Employee Performance).

## RESULTS AND DISCUSSION

### *Implementation of Minor Training Byte in Food and Beverage Department Anantara Uluwatu*

Minor Training Byte is one of the applications for job training. The Minor Training Byte is a small training conducted by the management of Anantara Uluwatu Bali Resort for every employee in the operational section. This training is completed every 15 minutes every day at leisure. The presentation of training materials is usually done by the manager or section head level to each staff. This training aims to improve employees' understanding in their respective fields of work so that there is expected to be improved performance in providing services to every guest who stays. In the implementation, each employee will practice the material demonstrated by the previous presenter directly at work so that employees will be easy to master and can now practice the material that has been obtained.

This training can be presented by the Restaurant Manager, Sous Chef, Executive Chef, F&B Sales and Event Manager, and Food and Beverage Manager. Training materials are provided by their respective fields related to the fundamentals of their daily work.

In conducting the data, the authors collected the results of respondents' responses regarding The Minor Training Byte training through Microsoft Excel, which was then processed and formed a tabulation of questionnaire answer results regarding Minor Training Bytes as follows:

**Table 3 Results of Minor Training Byte Questionnaire**

No	Statement	Strongly Disagree	disagree	Doubtful	Agree	Strongly Agree	Total
1	The delivery of the contents of the training materials is easily facilitated by participants and by the needs of employees	0 (0%)	2 (3%)	8 (13%)	29 (48%)	21 (35%)	60 (100%)
2	Training methods are exciting and easy to run for employees of the food & beverage Department at Anantara Uluwatu Bali Resort	0 (0%)	7 (12%)	23 (38%)	24 (40%)	6 (10%)	60 (100%)
3	With the training of Minor Training Byte, the employee can achieve a job assigned to the right target.	0 (0%)	0 (0%)	11 (18%)	30 (50%)	19 (32%)	60 (100%)
4	The ability of the instructor to present the training and dissing the training materials is done well so that the participants can easily understand and add to the leadership of all trainees.	0 (0%)	2 (3%)	11 (18%)	34 (57%)	13 (22%)	60 (100%)
average		0%	5%	22%	48%	25%	100%

Source: Microsoft Excel, 2021

Based on the table above, it can be explained that the opinions of the employees regarding The Minor Training Byte training are as follows:

- a. Statement: "*The submission of the content of the training material is easy to understand by the trainees and by the needs of employees.*" Respondents who answered firmly disagreed as many as 0 respondents (0%), disagreed as many as two respondents (3%), hesitated as many as eight respondents (13%), agreed as many as 29 respondents (48%), and strongly agreed as many as 21 respondents (35%). These results show that employees of the food and beverage department can easily understand the content of the training materials and the presented to arouse the motivation of employees to attend the training.
- b. Statement: "*The training method implemented is interesting and easy to run for employees of the food & beverage department at Anantara Uluwatu Bali Resort.*" Respondents who answered firmly disagreed with as many as 0 respondents (0%), disagreed with as many as seven respondents (12%), hesitated with as many as 23 respondents (38%), agreed with as many as 24 respondents (40%), and strongly agreed as many as six respondents (10%). Therefore, based on these results, it is claimed that employees approve that the training methods implemented are done well. However, there still needs to be some improvement by the management regarding the standards in conducting Minor Training Byte training. This can be seen through the number of respondents who answered the doubt as many as 23 people (38%) and who answered disagreed as many as seven (12%). In addition, based on the results of an interview with Mr. I Putu Wiryantara, Director of the Food and Beverage Department, there are a few obstacles faced in conducting the training process. The time used in providing Minor Training Byte training is only 15 minutes at leisure, so the training can be carried out if there is free time only. During the COVID-19 pandemic, the number of employees working was limited, causing the training process to be ineffective.
- c. Statement: "*With the training of Minor Training Byte, employees can achieve a job assigned with the right target.*" Respondents who answered firmly disagreed as many as 0 respondents (0%), disagreed as many as 0 respondents (0%), hesitated as many as 11 respondents (18%), agreed as many as 30 respondents (50%), and strongly agreed as many as 19 respondents (32%). So, based on these results, it shows that the most answered is agreed. Employees of the Department of Food and Beverage approved Minor Training Byte training, which can help employees in doing tasks and achieving goals.
- d. Statement "*The ability of the instructor in presenting the training and delivering the training materials is done well so that participants become easy to understand and understand the skills of all trainees.*" Respondents who answered firmly disagreed as many as 0 respondents (0%), disagreed as many as 0 respondents (0%), hesitated as many as 23 respondents (38%), agreed as many as 27 respondents (45%), and strongly agreed as many as ten respondents (17%). Based on these results, it shows that the ability structure in bringing training materials is done well so that the works are accessible to understand and can add skills.

The tabulation of the data showed that 60 respondents, on average, who answered strongly agreed by as much as 25% and who answered decided by 48%. At the same time, those who answered hesitated as much as 22%, who disagreed by 5%, and who strongly disagreed as much as 0%. The results obtained can be interpreted that 60 respondents it is employees of the food and beverage department at Anantara Uluwatu Hotel, agreed that the statement on the training of Minor Training Byte conducted at Hotel Anantara Uluwatu, especially in the food and beverage department, which is based on the indicators of Minor Training Byte that is the delivery of training materials, training methods used, training objectives and qualifications of trainers, can be carried out well. However, there still needs to be some improvement by the management regarding the standards in conducting Minor Training Byte training.

Mr. I Putu Wiryantara as Director of the Food and Beverage Department, also confirmed that there are a few obstacles faced in completing the training process, among others, the time used in providing Minor Training Byte training is only 15 minutes at leisure so that the training can be carried out if there is free time only. In addition, during the COVID-19 pandemic, the number of employees working was limited, causing the training process to be ineffective. This is also supported by the number of respondents who answered as many as 23 people (38%) and who disagreed with as many as seven people (12%) second statement on the Minor Training Byte training method.

**Implementation of Byte Minor Training in affecting the performance of Food and Beverage Department employees at Anantara Uluwatu**

In this study, to determine the effect or whether or not of Minor Training Byte (X) training on Employee Performance variables (Y), a simple linear regression was conducted. Simple linear regression analysis used in this study is as a tool to measure the influence of variable X (Minor Training Byte) on Y (Employee Performance) variable. The results of this simple linear regression test are also used to answer hypotheses. The test was conducted using the SPSS 20.0 program as follows:

**Table 4 Result of Simple Linear Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.974	1.880		1.966	.000
1 minor training byte	.662	.118	.772	7.054	.000

a. Dependent Variable: Kinerja  
Source: SPSS 20.0, 2021

Based on the regression results obtained in the table above, the regression equation  $Y = 5.974 + 0.662X$  is formed. From the results of the regression equation, it can be interpreted that Minor Training Byte (X) positively affects Employee Performance (Y) with a constant score (a) of 5,974 and a regression coefficient score of 0.662. This positive relationship means that Minor Training Byte has a relationship in the direction of Employee Performance. The value of this coefficient can be interpreted if the Minor Training Byte variable increases, then the amount of Employee Performance will increase by 0.662 or 66.2%, assuming other variables remain. The test results also showed that the calculated t-value obtained was 7,054. Everywhere, the score is greater than the table t value obtained through  $=tinv(0.05,58)$  at Microsoft Excel, which returns the table t value of 2.0017. From the calculation results, the H0 is rejected, and H1 is accepted; it can be interpreted that Minor Training Byte significantly affects Employee Performance.

The effect is significantly evidenced by comparing the value of the significance obtained with the level of significance 0.05. This study resulted in a significance value of  $0.000 < 0.05$ ; it can be interpreted that there is a significant influence between variable X (Minor Training Byte) and variable Y (Employee Performance).

In addition, according to Nancy Yusnita (2015:4), if the calculation obtained is positive pos-if, then there is a positive influence between free and bound variables. In this study, it was accepted that the t value of the calculation is positive so that it can be interpreted that variable X (Minor Training Byte) positively affects that if variable X (Minor Training Byte) increases, then variable Y (Employee Performance) will also increase.

## The Magnitude of Minor Training Byte Influence to Employee Performance of the Food and Beverage Department at Anantara Uluwatu

Based on the results of the previous discussion on the Implementation of Minor Training Byte in affecting the performance of employees of the Department of Food and Beverage at Anantara Uluwatu Hotel, using simple regression testing and t-test (hypothesis test), the results were obtained that there is an influence between variable X (Minor Training Byte) and variable Y (Employee Performance). Once it is known that there is an influence between variable X and variable Y, this eradication will be discussed about the magnitude of the ability of variables that can affect variable Y. In conducting data processing, the author uses the help of SPSS 20.0, with testing of the Determination Coefficient (Kd). This test is used to measure the extent to which the ability of variable X (Minor Training Byte) contributes to or affects the Y (Employee Performance) variable. The following test results of the coefficient of determination are presented in the following table:

**Table 5 Result of Koeficient Determintion Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.772 <sup>a</sup>	.639	.624	1.17211

a. Predictors: (Constant), minor training byte

Source: SPSS 20.0, 2021

Based on the table above, it is obtained that the adjusted R square value is 0.624 or 62.4%. The results of this determination coefficient test were obtained through processing conducted using the SPSS 20.0 program. A score of 0.624 or 62.4% is a score that indicates the magnitude of capability or contribution of variable X, namely Minor Training Byte training to influence Y variables, namely Food and Beverage Department Employee Performance. It can be interpreted that the magnitude of variable capability X (Minor Training Byte) can only meet variable Y (Employee Performance) of 62.4%. The difference of 37.6%, obtained by reducing 100% by 62.4%, is the influence of other factors that do not participate in research and affect employee performance. This indicates that most variable X (Minor Training Bytes) affect variable Y (Employee Performance).

## CONCLUSION

Based on the results of the analysis and discussion of research on the Analysis of the Application of Minor Training Byte in improving the performance of Employees of the Department of Food and Beverage Hotel Anantara Uluwatu, it can be concluded as follows:

The implementation of Minor Training Byte at Hotel Anantara Uluwatu, especially in the Food and Beverage Department, which was assessed through the filling of questionnaires to the employees of the food and beverage department, was obtained from the overall statement regarding The Minor Training Byte training, 60 respondents on average answered strongly agreed 25% and who answered decided by 48%. At the same time, those who answered hesitated as much as 22%, who disagreed by 5%, and who strongly disagreed as much as 0%.



From the results obtained, it can be concluded that a total of 60 respondents, namely employees of the food and beverage department of Hotel Anantara Uluwatu, agreed or agreed that the question of Minor Training Byte training conducted at Anantara Uluwatu Hotel is not only in the food and beverage department, which is based on the Minor Training Byte indicator, namely the delivery of training materials, training methods used, training objectives and qualifications of coaches, can be done well, with the most answers of 48%.

There is an influence between The Minor Training Byte training and the performance of employees of the Food and Beverage Department at Hotel Anantara Uluwatu. This is evidenced by several assessments given by food and beverage department employees (respondents) regarding Minor Training Byte training through questionnaires disseminated in 2021. In addition, it is also evidenced by the test results using a simple linear regression model and T-test, resulting in a calculated t score of 7,054 > t table of 2,0017. Indicating that H0 is rejected and H1 is accepted, it can be interpreted that there is a significant influence between Minor Training Byte and Employee Performance. The magnitude of variable X (Minor Training Byte) to Y (Employee Performance) is 0.642 or 62.4%. The score of 0.624 or 62.4% is a score that indicates the magnitude of capability or contribution of variable X, namely Minor Training Byte training, to influence Y variables, namely Food and Beverage Department Employee Performance. It can be interpreted that the magnitude of variable X (Minor Training Byte) can only meet variable Y (Employee Performance) of 62.4%. The difference of 37.6%, obtained by reducing 100% by 62.4%, is the influence of other factors that do not participate in research and affect employee performance. This indicates that most variable X (Minor Training Bytes) affect variable Y (Employee Performance).

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