

Does Training Still Affect Employee Performance? An Investigation in the Context of a Fast Food Business in Bandung Indonesia

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Abstract

This study examines the effect of training on employee performance at Crisbar fast food restaurants in Bandung, West Java, Indonesia. This research uses quantitative methods through surveys with questionnaires and obtains primary data that is feasible to process with as many as 50 respondents and processed with simple linear regression. The results of research through hypothesis testing show the effect of training on performance. The theoretical contribution of this research is to complete the body of knowledge on the effect of training on specific performance in the context of fast food restaurants in the time after the COVID-19 pandemic. Based on the results of hypothesis testing, suggestions arise to maximize training programs. Companies can start by providing consistent assessment and discussion space to stimulate the mindset of employees in the workplace so that they can solve problems while working both individually and in teams to achieve company goals. This will make it easier for the company to assess how high the standard of achievement is and will be a consideration in evaluating employee performance in the company.

Keywords: training, employee performance, fast food.

1. Introduction

Today's rapid and competitive business environment means that entrepreneurs must continue to look for promising business potential. One type of business that is timeless and trendy is the culinary business, where food and drink are the primary needs of humans. Because the routine of eating and drinking is the reason that the culinary industry will continue to grow, In Indonesia, the development of the food and beverage industry is growing quite significantly. This can be seen from the central statistics data, which shows the role of the food and beverage industry in advancing the rate of economic growth in the last 4 years.

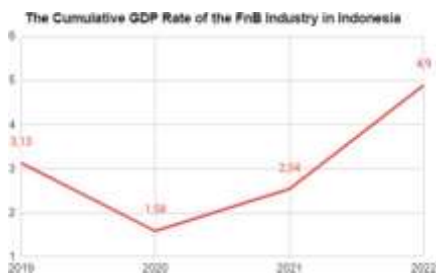


Figure 1. The Cumulative GDP Rate of the FnB Industry in Indonesia

Although in 2020 there was a decline due to the pandemic, the economy in Indonesia increased again in 2021. This is proof that the potential of the culinary business is quite

promising. This is also reinforced by Statista research (2022) which shows the estimated revenue results in the Indonesian food and beverage segment until 2026.

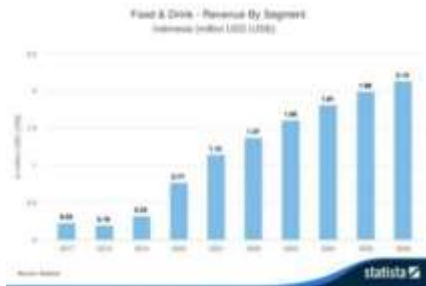


Figure 2. Indonesia's Revenue in the FnB Segment

Figure 2 shows that Indonesia's revenue in the food and beverage sector reached USD 21.3 billion. The revenue increased by 9% compared to the 2025 period, which was only USD19.5 billion. In a press release on Friday, September 9, 2022, the Ministry of Industry explained that it will improve policies in the food and beverage industry to be more effective and efficient, given the role of the F&B industry in GDP and the contribution of very high revenues (Ministry of Industry of the Republic of Indonesia, 2022).

According to Wibowo (2022) performance is about how the results will be achieved from a job. Suwatno and Priansa (2018) explain that performance is needed to determine the extent of the employee's ability to carry out his duties. This states that performance is one of the internal factors in achieving company goals. The company must have a strategy to increase its value, both in terms of creating products and providing quality services to satisfy customers. All of that depends on the operational management and performance of the company itself. Companies that are unable to compete and maintain their performance will eventually be displaced from the industrial environment and experience bankruptcy..

Crisbar is one type of business that serves food and drinks, where the performance of its employees plays an important role in proving the quality of service to consumers, whether orders are served quickly and precisely. Accuracy in serving dishes is one of the performance achievements that must be considered to meet customer satisfaction. Consumers feel satisfied if they are served food that is in accordance with what was ordered and expected; on the contrary, if the dish does not match the order, the consumer will be disappointed. Based on the results of data processing in the figure below, there is missing item data for the last 5 months, which continues to increase.

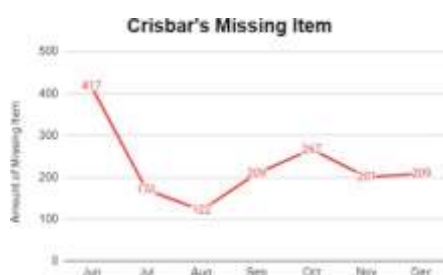


Figure 3. Missing Item Graph of Crisbar

The operational administrator of Crisbar said that before employees join, they are given training on SOPs for serving food and drinks to consumers. Every month, all Crisbar employees are given a quiz called Quiz Employee. This quiz contains questions about SOP ingredients and food menu recipe doses. Through the quiz, it is expected that all employees always remember and give their best performance in serving consumers dishes quickly and precisely according to the requested order. Crisbar's human resources manager explained that the training should focus on understanding the SOPs and skills needed to serve Crisbar's menu. This step is done in accordance with Crisbar's mission to prioritize the ease of customers getting the desired product so that missing items can be reduced or even eliminated. The practical phenomenon of performance and training is scientifically related to previous research on the effect of training on employee performance. From the search on Scopus, which indexes quantitative empirical scientific research publication documents, various hypothesis testing results were found. Scopus is one of the references for a relatively reliable scientific research document search database, besides WoS (Pangarso, 2022a; 2022b; 2021).

Based on the results of research from Bhat and Rainayee (2017), training has a significant positive impact on performance in civil servants in Jammu and Kashmir. Then, several studies also show that training has a positive and significant effect on employee performance, including by Arwab et.al (2022); Folakemi (2020); Ali et.al (2018), Ertan and Sensen (2019), and Al-Ajlouni (2019). The results of research from Albloush et al. (2019) state that training has a significant positive effect on performance because it can provide confidence and satisfaction in employees to provide the best performance and continue to increase. Performance improvement can be supported by providing space for employee involvement in training ranging from employee learning, transfer of knowledge, skills, attitudes, and other competencies related to job standards required by the company (Na-Nan & Sanamthong, 2020).

From these various research results, there has never been a similar study tested in the context of the food and beverage industry, specifically in local fast food restaurants in Indonesia as a developing country after the pandemic. This research has the potential to contribute scientifically to the body of knowledge about the effect of training on performance. Practically, this research contributes to scientifically tested knowledge for decision-making related to training as part of efforts to improve employee performance. So based on the potential contribution or implications both scientifically and practically, this study aims to empirically examine the effect of training on performance in the context of Crisbar, Indonesia.

2. Literature Review

Human development theory suggests that individuals continue to develop throughout their lives. Proper training can help employees progress in their careers, which in turn can improve their performance. Human Development Theory, also known as human Development Theory, encompasses various models and theories that have been proposed by various psychologists throughout history. Some of these include Sigmund Freud's psychoanalysis theory, Jean Piaget's cognitive development theory, Erik Erikson's psychosocial theory, and Lawrence Kohlberg's moral development theory.

For example, Erik Erikson's theory of psychosocial development was first published in his

1950 book "Childhood and Society." The relevant excerpt from the book is: "It is not only the function of the ego to adjust and adapt, but also for an individual to acquire skills or competences that make him feel able to face the challenges of the surrounding world." (Erikson, 1950).

Task Mastery theory states that employees will be more effective if they feel they have mastery over the tasks they perform. Training can help employees achieve this level of mastery, which in turn can improve their performance. Task Mastery theory, also known as "mastery learning" or "learning for mastery," was developed by Benjamin Bloom and his colleagues in the late 1960s and early 1970s. Basically, this theory proposes that all students can learn if they are given enough time and resources. The following is a quote from Benjamin Bloom's own writing, from his book "Human Characteristics and School Learning," published in 1976: "According to the task mastery approach, the primary goal of education is to turn 'average students' into 'good students.' This goal can be achieved by identifying what good students do and trying to get average students to do the same." (Bloom, 1976).

Training. Minjoon *et al.* (2006) specifically, training makes employees able to solve problems so that the work they do becomes more efficient. The implementation of training is directed at improving and developing employee competencies. Training is carried out in order to improve the ability and performance of employees when carrying out tasks for the company. The factors that can influence the implementation of training programs, according to Khahan (2017) are as follows: (1) Organizational support: company policies to improve company performance standards; (2) *Supervisor* support: a conducive atmosphere of relationships between employees at work; (3) Peer support: there is a comfortable discussion space between employees; (4) Technology support: easy access to technology for employees' work in the company; (5) Opportunities to utilize and maximize skills and knowledge.

The implementation of training is expected to provide good output to the company because if the performance provided by employees can be completed properly, the company can achieve its targets, which of course will increase its value. According to Eleanna *et al.* (2008), The function of conducting training is to minimize costs and time, improve internal ties and cooperative relationships between employees, and develop employee abilities to achieve a competitive advantage that is expected to meet the needs of company goals to the maximum. In this study, the authors used the measurement of training variables from Minjoon *et al.* (2006) which will be a benchmark indicator of the training variable as follows: (1) Training methods provided to employees; (2) Training that emphasises product quality; (3) Training that emphasises service quality; (4) Training that improves employee skills; (5) Training that fulfils employees' understanding to work more effectively and efficiently.

Performance. Koopmans *et al.* (2011) explained, performance is one of the dimensions of measurement to find solutions to problems in individual performance, which is expected to improve employee performance. Performance is part of the solution to problems in the framework of teams, organizations, and companies that do not rule out the possibility of managing company costs. This is in line with the statement of Fahmi (2013) which explains, performance is a form of employee responsibility to individual or group culture for self-improvement to contribute and self-skills to the company.

Good performance can support employees in achieving work performance within a certain period of time. Achieving proper performance is the responsibility of employees to carry out work in accordance with the standards of the company where they work. Therefore, companies are expected to maintain factors that support employees in order to maintain their performance. This is in accordance with the review of Bintoro and Daryanto (2017), saying there are three factors that affect employee performance as follows: Individual factors: consist of the abilities, skills, background and demographics of each individual employee, Psychological factors: consist of employee perceptions, attitudes, learning, and motivation, Organisational factors: consist of all cultural and structural information of the company.

It is very important for companies to know how employee performance affects increasing company value. As according to Rivai (2013), the benefits of performance are activities to improve employee performance, consideration for employee rank placement, employee performance improvement, employee training and development, and feedback to measure how well the company's HR functions. Researchers adopted the measurement dimensions of the performance variable from one of the measurement indicators conducted by Koopmans *et al.* (2011). The dimensions used are as follows: job completion, quantity, quality, work skills, working knowledge, keeping knowledge *up-to-date*, neatness and accuracy, planning, administration, decision making, problem solving, oral and written communication, resource monitoring and control.

3. Research Method

In this study, the authors used quantitative research methods. Abdillah & Hartono (2015) state that quantitative methods are methods that test theories with statistical procedures. This research is included in the category of associative descriptive research because it was conducted by collecting data used to test the hypothesis or variables studied with parametric inferential statistics through simple linear regression techniques. In this study, the independent variable is training (X). Variable X of this study is unidimensional, so from the variable directly to the indicator. Then, for variable Y, this research is multidimensional, so the variable will be the indicator. The scale used in this study is a Likert scale with a range of choices from 1–7 (strongly disagree–agree). Variable X was adopted from the research of Minjoon *et al.* (2006) with a questionnaire item of 5 statements. Meanwhile, variable

Y was adopted from research conducted by Koopman *et al.* (2011) with measurements from 11 dimensions which were then formed into 11 questionnaire statement items.

Researchers conducted a cross-sectional online questionnaire. Before the questionnaire was distributed, a pilot test was conducted to test its validity and reliability with 40 respondents using SPSS, and the results of all research instruments were valid and reliable. The questionnaire collected 63 questionnaires with a simple random sampling technique. After obtaining the number of questionnaires that were eligible for processing, the author conducted an outliers test before processing descriptive statistical data and found outliers of as many as 13 answers, so that the number of respondents processed in this study became 50, with a response rate of 79.36%.

Table 1. Operationalisation of Training (X) and Performance (Y) Variables

Variables	Definition	Dimensions/Indicators		Questionnaire Statement Items	Item Symbol
Training (X)	Training with group discussion methods to support employees to improve product quality, service, work-related skills and understanding. Minjooon <i>et al.</i> (2006)	The training method was group discussion.		I am trained in group discussions.	X1
		Training that emphasises product quality.		I have received training from my workplace to improve product quality to consumers.	X2
		Training that emphasises service quality.		I have received training from my workplace to improve my customer service.	X3
		Training related to skills enhancement.		I was trained to be skilful in presenting food products.	X4
		Training that fulfils employees' understanding to work more effectively.		I have received sufficient training from the company to do my job effectively.	X5
Performance (Y)	Individual performance which includes completion, quantity, quality, skill, job knowledge, up to date on job related knowledge, tidiness, accuracy, planning, administration and decision making. Koopmans <i>et al.</i> (2011)	Job completion	Employee work achievement conditions.	I was able to complete the task as given.	Y1
		Quantity	Amount of work completed.	I can fulfil the work targets set by the company.	Y2
		Quality	Related forms of work that are close to perfection.	I always strive to improve the quality of my work.	Y3
		Work skills	Individual alertness in completing work.	I have excellent agility in carrying out my work.	Y4
		Working knowledge	Employee understanding of job standards.	I am proficient in the field of work I am currently doing according to the standards of the company I work for.	Y5

		Keeping up to date	Develop an understanding of the company's current situation.	I am always up-to-date with the latest information to further develop my skills to be relevant.	Y6
		Neatness	Accuracy in meeting neat work standards.	I always tidy up my work tools after using them.	Y7
		Accurate	Accuracy in fulfilling work standards appropriately.	I am always precise in meeting work standards.	Y8
		Planning	Workflow development.	I always follow the workflow in the company where I work.	Y9
		Administration	Standardised organisation of work activities as a whole.	I can complete the work administration process in accordance with the regulations in my workplace.	Y10
		Decision making	Employee decision-making related to their work.	I can decide things related to the work I do.	Y11
		Problem solving	Employee's ability to solve problems at work.	I can find solutions to problems that occur related to the work I do.	Y12
		Communication	Ability to interact between employees at work.	I can interact well with my colleagues.	Y13
		Monitoring or controlling	The ability of employees to complete work without supervision of the leader.	I can do my work in accordance with the mandate given without having to be supervised by the leadership.	Y14

4. Findings and Discussions

The following are the results of the characteristics of Crisbar employee questionnaire

respondents.

Table 2. Characteristics of Respondents of Crisbar Employee Questionnaire

No.	Variables	Classification	Total	Percentage
1	Gender	Male	36	72%
		Women	14	28%
	Total		50	100%
2	Age	18 - < 20 years	18	36%
		20 - < 22 years	18	36%
		22 - < 24 years	9	18%
		24 - < 26 years	2	4%
		26 - < 28 years	2	4%
		> 28 years	1	2%
	Total	50	100%	
3	Last Education	SMA / SLTA / Equivalent	47	94%
		D3	1	2%
		D4		
		S1		
	Total			50
4	Age Occupation	< 3 months	17	34%
		3 - <6 months	8	16%
		6 - <9 months	3	6%
		9 - <12 months	5	10%
		>= 12 months	17	34%
	Total	50	100%	

All data that has been obtained has been successful and passed the classification assumption test which consists of: Normality test: the significance value is 0.200, indicating that the data is normally distributed. Heteroscedasticity test: does not have a

regular pattern, so it can be concluded that there is no heteroscedasticity in the independent variables used. Linearity test: obtained deviation from linearity sig. value is 0.336 greater than 0.05. So, it can be concluded that there is a linear relationship between variables X and Y. Based on testing using SPSS 25, a simple linear regression equation is obtained as follows: $Y = 1.721 + 0.726X$

Based on the results of the t test, the training variable (X) has a t_{count} value (2.513) $> t_{\text{table}}$ (1.667) and a significance value of $0.000 < 0.05$, it can be concluded that the hypothesis is accepted. That is, there is a significant effect of training on employee performance at Crisbar fast food restaurants in the Greater Bandung area. The following are the calculation results of the t test in accordance with Table 3 below.

Table 3. t test

Model	Unstandardised B	Coefficients Std. Error	Standardised Coefficients Beta	t	Sig.
Training	1,721	0,685		2,153	0,015
	0,726	0,112	0,683	6,480	0,000

Then, for the results of the coefficient of determination test, the R^2 value is 0.467. This shows that 46.7% of employee performance in Crisbar fast food restaurants in the Greater Bandung area is influenced by training. For more details, please see the results of the SPSS calculation in Table 4 below.

Table 4. Coefficient of Determination

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
Training	0,683 ^a	0,467	0,456	5,837

The results of this study support human development theory and previous research by Arwab et.al (2022); Folakemi (2020); Ali et.al (2018); Ertan and Sensen (2019); Al-Ajlouni (2019); Albloush et.al (2019); Nanan and Sanamthong (2020) and Bhat and Rainayee (2017). The results of this study contribute scientifically to human development theory by showing the important role of training to improve employee performance in the context of the food and beverage sector. Furthermore, the results of this study have practical implications as a suggestion for Crisbar management to implement training for its employees. This is important in order to improve individual employee performance, where employee accuracy in serving dishes is one of the performance achievements that must be considered to fulfill customer satisfaction. Consumers feel satisfied when served food that is in accordance with what was ordered, and vice versa. Therefore, Crisbar management is expected to pay more attention to the training that will be provided so that employees can provide maximum performance in

providing the best service to consumers.

5. Conclusion

Based on the results of the study, it can be seen that training has a positive and significant effect on employee performance at Crisbar fast food restaurants in the Greater Bandung area. The limitations of this study are in the context of research with a limited number of samples from only 1 organization, so it is hoped that further research can use a larger sample size and other supporting variables from various diverse business sectors so as to potentially increase the potential for generalization of research results.

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