

UNDERGRADUATE THESIS
THE CONTRIBUTION OF TRAINING PROGRAM
ON EMPLOYEE PERFORMANCE
IN FOOD AND BEVERAGE SERVICE
AT RENAISSANCE BALI NUSA DUA RESORT



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**This Undergraduate Thesis is submitted as one of the requirements to earn
Applied Bachelor's Degree in Tourism Business Management Study Program
in Politeknik Negeri Bali**



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ABSTRACT

Tantri, Ni Made (2025). The Contribution of Training Program on Employee Performance in Food and Beverage Service at Renaissance Bali Nusa Dua Resort. Undergraduate Thesis: Tourism Business Management, Tourism Department, Politeknik Negeri Bali.

This undergraduate thesis has been supervised and approved by Supervisor I: Drs. I Ketut Astawa, M.M., and Supervisor II: Made Satria Pramanda Putra, S.H., S.E., M.M.

Keywords: Contribution, Training Program, Employee Performance, Resort

Effective training can improve employee knowledge, skills, and work attitudes so that it can have a direct impact on employee performance. Training programs not only provide new understanding, but also strengthen the competencies needed to support the achievement of the hotel organization. It is important for hotel management to know how much influence the training program has on employee performance so that the training provided can be right on target and provide optimal results. This study aims to determine how much contribution the training program has on employee performance. This Research use simple random sampling technique with a population of 40 person. The method used is a quantitative method with simple linear regression and correlation to analyze the relationship between the two variables. The results of the study show that the training program has a significant influence on employee performance. Appropriate and structured training can improve employee competence, productivity, and work effectiveness. Based on these findings, it is recommended that companies continue to improve the quality of training programs to support sustainable human resource development.

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ABSTRAK

Tantri, Ni Made (2025). *Kontribusi Program Pelatihan Terhadap Kinerja Karyawan dalam Layanan Makanan dan Minuman di Renaissance Bali Nusa Dua Resort*. Skripsi: Manajemen Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali.

Skripsi ini telah diperiksa dan disetujui oleh Pembimbing I: Drs. I Ketut Astawa, M.M., dan Pembimbing II: Made Satria Pramanda Putra, S.H., S.E., M.M.

Kata Kunci: Kontribusi, Program Pelatihan, Kinerja Karyawan, Resort

Pelatihan yang efektif mampu meningkatkan pengetahuan, keterampilan, dan sikap kerja karyawan sehingga dapat berdampak langsung kepada kinerja karyawan. Program pelatihan tidak hanya memberikan pemahaman baru, tetapi juga memperkuat kompetensi yang dibutuhkan untuk menunjang pencapaian organisasi hotel. Penting bagi manajemen hotel untuk mengetahui seberapa besar pengaruh program pelatihan terhadap kinerja karyawan agar pelatihan yang diberikan dapat tepat sasaran dan memberikan hasil yang optimal. Penelitian ini bertujuan untuk mengetahui seberapa besar kontribusi dari program pelatihan terhadap kinerja karyawan. Penelitian ini menggunakan teknik sampel acak sederhana dengan populasi sebanyak 40 orang. Metode yang digunakan adalah metode kuantitatif dengan regresi linear sederhana dan korelasi untuk menganalisis hubungan diantara kedua variabel. Hasil penelitian menunjukkan bahwa program pelatihan memiliki pengaruh yang signifikan terhadap kinerja karyawan. Pelatihan yang tepat dan terstruktur mampu meningkatkan kompetensi, produktivitas, dan efektivitas kerja karyawan. Berdasarkan temuan ini, disarankan agar perusahaan terus meningkatkan kualitas program pelatihan untuk mendukung pengembangan sumber daya manusia secara berkelanjutan.

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CHAPTER I

INTRODUCTION

1.1 Research Background

Tourism is widely recognized as a social phenomenon, reflecting the shift in many advanced developed countries from economies historically centered on manufacturing and production to those now dominated by service and consumer industries (Tahiri et al., 2021).

Bali is a global icon for travel. The most popular places to visit in Indonesia and even beyond are now known for their natural beauty, rich culture, ceremonies, and robust customs. One of the industries now providing a major boost to Bali's economy is tourism. Bali's tourism sector is expanding quickly, particularly in the hospitality industry. Bali's tourism industry relies heavily on hospitality as a top travel destination. Hotels and resorts offer a variety of lodging options, but they also boost tourism's competitiveness by integrating cultures and offering first-rate amenities and services. Additionally, the hospitality sector drives economic growth by creating jobs, partnering with local businesses, and contributing significantly to regional tax revenue.

A hotel is a kind of commercial lodging that uses all or a portion of its structure to offer amenities and services like lodging, food, drinks, and other services. Guests and the general public that are staying at the hotel can use these amenities (Exel et al., 2023). Food and beverage have an important role in providing direct services to the hotel guest, making the quality of service provided a key factor in determining guest satisfaction and the overall

success of hotel operations. Therefore, good human resources management is needed to ensure that employee performance in the food and beverage service department is always optimal to fulfill guest expectations and perceptions.

One of the most crucial resources that determines whether a company's goals are met is its human capital (Yulianti, 2015). To increase hotel revenue, especially in the restaurant, hotel management must be able to properly manage and train their staff. Training programs are one method of enhancing employee performance.

Hotel management needs to put in place a training program to make sure that every worker does their best to help the hotel reach its objectives. (Sebayang, 2022). Training Program aims to enhancing employees' knowledge, abilities, and competences in carrying out their jobs. Employees can gain a better understanding of standard operating procedures, enhance their technical capabilities, and improve their communication and customer service talents through effective work training. Training also has a long-term benefit that helps employees for greater responsibilities in the future. Training programs are not only important for improving employee performance but also for the company and human resources within the teamwork.

Employee performance is the output of work that has been achieved by an employee in carrying out the tasks given to the employee in order to achieve the company's goals (Dewi et al., 2024). Employee performance is not only influenced by the individual factors, but also by management efforts in providing support, such as providing facilities and a conducive work environment. Employee performance

is usually measured using performance indicators that set by the company, such as productivity, quality, efficiency and effectiveness (Setiawan & Santoso, 2023).

Training Program is intended to improve employees technical and non-technical skills, which is communication skills, product knowledge, service standard and time management. The improvement of service quality of the training program will directly impact to the customer satisfaction. friendly services, efficiency and established standards not only fulfill guest expectations, but also creates a positive impression to increase guest satisfaction. Training program plays a role as a strategic investment in creating superior skills that have an impact on guest satisfaction and hotel reputation, it can support operational and company competitiveness, especially in the Food and Beverage section. To achieve a good employee performance, each department head must be able to leading, fostering, and directing the employee by motivation (Kuswati, 2020) A basic psychological notion, motivation is essential for managers to help their staff members reach the hotel's goals (Ibrahim & Brobbey, 2015) Motivated employees are more focused, deliver higher-quality work, and show greater efficiency in completing tasks.

The study that conducted by Dabale et al., (2014) demonstrate that training and employee performance were strongly correlated, it was advised that all parties concerned participate in some capacity in order to improve employee behavior, knowledge, skills, and abilities.

However, research results show that training programs does not always have a positive impact on employee performance (Hossain & Hasan, 2016) The factors that cause this case happen are the lack of support from superiors and opportunities

to apply the skills obtained in job training which can reduce the effectiveness of training programs. These gaps led to the Renaissance Bali Nusa Dua Resort, which focuses in the contribution of training program on employee performance.

Based on participatory observations conducted by researchers at the Renaissance Bali Nusa Dua Resort, even though job training has been provided at least three time in a month, the Food and Beverage service employees are still not consistent in implementing established standard operational procedures. This indicates that the training provided may not be fully effective in shaping employee behavior or ensuring the practical application of learned skills in daily operations. Such inconsistencies could potentially affect service quality, guest satisfaction, and overall operational efficiency within the department.

This case is supported by complaints from guests such as “The Backstage staff has zero control on the crowds, as they offer table for us at breakfast, then same table is offering to the other guest too by another staff” by ZW in trip advisor and “the service for the restaurant is not friendly” by Kevin Wilianto in trip advisor, his complaint is an example of the waiter's slow response to guest requests, lack of friendly and professional behavior, also the lack of effectiveness of employees in carrying out their duties. Comments above are in line with the results of the monthly report from the Food and Beverage Department which stated that there was a decline in service quality in November (source: Service Quality Monthly Report). Enhancing communication skills through frequent training in guest service and communication techniques can help employees become more receptive to requests from guests. Additionally, the use of efficient internal communication tools, like

walkie-talkies, can help staff respond to requests from guests promptly and coordinate when they arise.

This research entitled “The Contribution of Training Program on Employee Performance in Food and Beverage Service at Renaissance Bali Nusa Dua Resort” is important to identify how much the training program contributes to employee performance in food and beverage service at the Renaissance Bali Nusa Dua Resort, because the quality of employee service really determines guest satisfaction, which ultimately affects the hotel's image and visitation levels. Well-trained employees will provide maximum service to improve the overall guest experience. This research also helps the hotel management understand whether the training provided increases work efficiency and reduces operational errors. Good training is not only improving the employee skills, but also provides employee satisfaction.

1.2 Research Problem

Based on the background above, several research problems can be formulated:

1. How is the training program related to employee performance in the Food and Beverage Service section at the Renaissance Bali Nusa Dua Resort?
2. How is the Training Program contributing to improve employee performance in Food and Beverage Service at Renaissance Bali Nusa Dua Resort?

1.3 Research Purposes

Based on the research problem above, the objectives of this research are:

1. To analyze the relationship of Training Program on Employee Performance in Food and Beverage Service at Renaissance Bali Nusa Dua Resort.

2. To analyze the contributions of Training Program in improving the employee performance in Food and Beverage Service at Renaissance Bali Nusa Dua Resort.

1.4 Research Significance

Hopefully this research will provide benefits to the wider community, the benefits of this research are:

1. Theoretical Benefits

In addition to providing information for future researchers about the impact of training programs on the performance of food and beverage service employees at the Renaissance Bali Nusa Dua Resort hotel, it is hoped that this study will serve as a reference and source of information to enhance the body of literature in the field of human resource management.

2. Practical Benefits

This Research can be useful for company and student as follows:

a. For Company

Regarding the impact of the training program on employee performance in food and beverage service at Renaissance Bali Nusa Dua Resort, the author expects that this study will serve as a measuring instrument and general evaluation resource.

b. For Politeknik Negeri Bali

The result of this research can be input and reference for student who need knowledge related to the topic.

c. For Researcher

The outcome of this study is one of the prerequisites for earning an applied bachelor's degree in Politeknik Negeri Bali's Diploma IV Tourism Business Management study programs.

1.5 Limitations and Scope of Research

The research is conducted for a year at the Renaissance Bali Nusa Dua Resort and covers the contributions of training programs on employee performance in food and beverage service. The study's variables include employee performance as the dependent variable (Y) and training program as the independent variable (X).



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CHAPTER V

CONCLUSION AND SUGGESTION

5.1 Conclusion

Based on the results of the study and discussion in the previous chapter regarding "The Contribution of Training Program on Employee Performance in Food and Beverage Service at Renaissance Bali Nusa Dua Resort", can be concluded as follows:

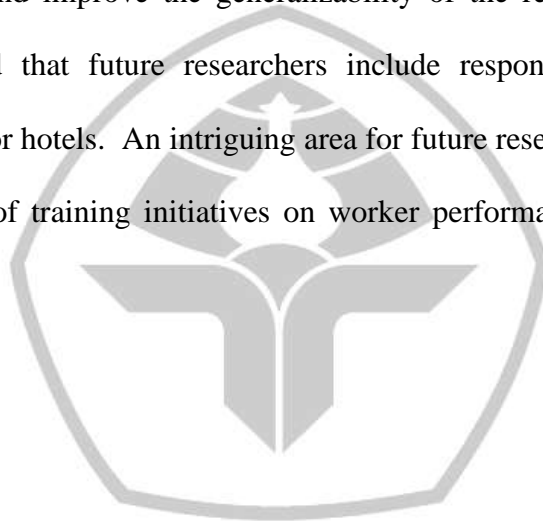
1. The results of the study, a Pearson correlation test shows that the training program variable has a significant relationship with employee performance in Food and Beverage service at Renaissance Bali Nusa Dua. The Pearson correlation value indicates that the better implementation of the training program given to employees, the higher performance shown by employees in carrying out their duties and responsibilities. Thus, the training program can be said to be one of the important factors in supporting the improvement of employee performance.
2. The results of the simple linear regression test, shows that the training program significantly contributes to improving employee performance. Training Program has a positive effect on Employee Performance, almost half of the increase in employee performance is influenced by the quality and effectiveness of the training program implemented. This shows that training plays an important role in shaping the ability, confidence, and productivity of staff, as well as helping them in providing optimal service to guests.

5.2 Suggestion

Although the analysis result show that training program has a positive impact and contribute to the employee performance, it is recommended to Renaissance Bali Nusa Dua Resort to continue improving the quality of training programs provided to employees, especially in the Food and Beverage Service section. The training provided should be adjusted to operational needs and developments in hotel industry trends. The management may also think about hiring outside instructors or seasoned professionals to offer fresh viewpoints and boost staff members' motivation for learning. Additionally, training effectiveness should be evaluated on a regular basis to ensure that the content is still applicable and actually improves performance. Not only should training focus on technical skills, but it should also include the development of soft skills such as communication, time management, and excellent service to support the overall quality of service to guests.

Meanwhile, for further researchers, it is recommended to look into additional factors that may influence employee performance, given that variables outside of the training program still account for half of performance variation. Future researchers also can encourage to explore other variables beyond the training program that may influence employee performance, such as work experience, individual motivation, leadership style of supervisors, working conditions, and organizational culture. Investigating these additional factors could provide a more comprehensive understanding of the elements that contribute to employee performance, especially within the Food and Beverage

Service context. Other elements that could be the subject of future research include job satisfaction, work atmosphere, leadership style, and motivation. More sophisticated techniques, like multiple regression or mixed method approaches, can also be used in future studies to provide a better understanding of the relationship between variables. In addition, in order to broaden the scope of the data and improve the generalizability of the research findings, it is recommended that future researchers include respondents from different departments or hotels. An intriguing area for future research will be the long-term effects of training initiatives on worker performance and professional advancement.



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