

Enhancing Employee Performance through Strategic Training: A Study of the Food and Beverage Kitchen Department in Five-Star Hotel in Nusa Dua

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Abstract

This study investigates the impact of training on employee performance in the Food and Beverage Kitchen Department of five-star hotels in Nusa Dua. The research aims to bridge the gap between theoretical models of training and their practical implementation within the hospitality sector. A quantitative descriptive methodology was employed, with data collected through online questionnaire. The data were analysed using SPSS version 23, including validity and reliability tests, simple linear regression, and t-tests. The results indicate a significant positive relationship between training and employee performance. The study concludes that effective training programmes are crucial for enhancing employee performance and recommends improving training methods and facilities. Future research could explore the long-term effects of different training types on performance outcomes.

Keywords: *Employee Performance, Training Effectiveness, Hospitality Industry, Quantitative Analysis, Food and Beverage Kitchen.*

Introduction

The hospitality industry in Bali, particularly in the Nusa Dua area, is characterised by its competitive nature and high standards. Hotels in this region, typically five-star establishments, place a significant emphasis on human resource management and training to maintain a competitive edge. Training is believed to be a crucial factor in enhancing employee performance, which, in turn, improves overall hotel performance and customer satisfaction (Host et al., 1995; Jaworski, Ravichandran, Karpinski, & Singh, 2018). However, there exists a gap between theoretical models of training and their practical implementation within the hospitality sector (Solnet & Hood, 2008). This gap underscores the need for empirical studies to validate the effectiveness of training programmes in real-world settings, highlighting the importance of this research.

According to initial research conducted through interviews with Human Resources Managers, most hotel in Nusa Dua implement various training programmes. These include On Property Training, Core Programme Training, Brand/Discipline Training, E-training, and External Training. The effectiveness of these programmes is reflected in the performance of employees, particularly in the Food and Beverage Kitchen

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Department, where standards are consistently met (Aflah, Suharnomo, Mas'ud, & Mursid, 2021);(Abun, Nicolas, Apollo, Magallanes, & Encarnacion, 2021);(Indrayani, Nurhatisyah, Damsar, & Wibisono, 2023). The urgency of this study arises from the need to bridge the gap between the theoretical benefits of training and its practical outcomes, particularly in a highly competitive and service-oriented industry such as hospitality. Addressing this gap can provide valuable insights into optimising training for better employee performance.

The Food and Beverage Kitchen Department is a critical component of hotel operations, directly influencing guest satisfaction and the overall reputation of the establishment. This department is responsible for the preparation and presentation of food, maintaining high standards of hygiene and culinary excellence (Lee, 2022; Suriani & Ariani, 2020). Given the importance of food quality and safety in the hospitality industry, the performance of employees in the Food and Beverage Kitchen Department is paramount. Effective training in this department not only ensures consistency in food quality but also enhances the skills and motivation of the staff, leading to better service and increased guest satisfaction.

Thus, focusing on this department provides a clear lens through which to assess the broader impacts of training programmes. Moreover, the Food and Beverage Kitchen Department often serves as a key differentiator for hotel, particularly in regions like Nusa Dua, where culinary experiences are a significant part of the tourist attraction. The department's performance directly impacts the hotel's ability to attract and retain guests, making it essential to invest in comprehensive training programmes. These programmes help staff stay updated with the latest culinary trends and hygiene practices, thereby ensuring that the hotel's offerings remain competitive and appealing to discerning guests. This investment in training is not merely about maintaining standards but also about innovating and staying ahead in a dynamic industry (Sa'ad, Ahmad, & Saleh, 2019);(Blessing & Onoja, 2015).

In light of this, the competitive landscape, with new entrants in the Nusa Dua tourism area, necessitates that hotel maintain zero complaints in critical departments like the Food and Beverage Kitchen. Thus, managing employee performance through effective training is integral to sustaining high performance and increasing hotel revenue. This study aims to address the problem by evaluating the impact of training on employee performance and providing recommendations to optimise training programmes. The scope of this research is limited to the Food and Beverage Kitchen Department in a five-star hotel in Nusa Dua, with data collected through online questionnaires, interviews, and observations of secondary data, validated through data triangulation. By narrowing the focus, this study seeks to provide detailed and actionable insights.

The theoretical framework for this study is anchored in the concepts of (Jaworski et al., 2018), which training is an organised activity aimed at improving the performance of employees through the development of their intellectual abilities and personality. Jaworski's model identifies several key indicators of effective training, including the quality of training materials, the methods used, the competency of trainers, the adequacy

of training facilities, and the engagement of participants. These indicators provide a comprehensive basis for assessing the effectiveness of training programmes within the hospitality sector.

Employee performance as the outcome of work quality and quantity achieved by an employee in accordance with their responsibilities (Shtern, Simmons, Smit, Lu, & Litoiu, 2015);(Weller, Süß, Evanschitzky, & von Wangenheim, 2020). Shtern's model highlights essential performance indicators such as the quantity of work, quality of work, timeliness, attendance, and cooperation. These indicators serve as a benchmark for evaluating employee performance in the context of this study. The integration of Shtern's and Shtern's models offers a robust framework for understanding how training can influence employee performance, particularly in the Food and Beverage Kitchen Department of hotel.

Training in the hospitality industry is associated with numerous benefits, including enhanced job performance, increased job satisfaction, higher guest satisfaction, and reduced operational costs (Jaworski et al., 2018). Effective training programmes ensure that employees are well-equipped to meet the high standards of the industry, thereby contributing to overall organisational success. The relationship between training and employee performance has been extensively studied, with a general consensus that well-designed training programmes lead to improved performance outcomes (Ružić, 2015). This study aims to build on this understanding by exploring these dynamics within the specific context of Nusa Dua's five-star hotel.

Several previous studies have explored the impact of training on employee performance in various sectors. A study by (Kumara, I. W. S. E. & Utama, 2016) examined the effect of training on employee performance with leadership mediation at Satriya Cottages Kuta-Bali Hotel. Their findings indicated a positive correlation between training and employee performance, mediated by effective leadership practices (Escultor & Larsari, 2023). This study underscores the importance of managerial support in maximising the benefits of training programmes. Another study by (Sugiarti, Hartati, T. & Amir, 2016) focused on the effect of training on employee performance at PT Padma Radya Aktuaria in Jakarta. The research concluded that training significantly enhances employee performance, particularly when the training is aligned with the specific needs and goals of the organisation. This highlights the necessity of customised training programmes tailored to the unique requirements of different organisational contexts.

Meanwhile, (Sasidaran, 2018) conducted research on the impact of training on employee performance in the hospitality industry. The study demonstrated that continuous training initiatives are crucial for maintaining high standards of employee performance, particularly in dynamic and customer-centric environments like hotel. The findings emphasise the need for ongoing investment in employee development to sustain competitive advantage in the hospitality sector.

This study leverages the insights from these empirical investigations to further understand the relationship between training and employee performance in the context of Nusa Dua's five-star hotel. By integrating theoretical frameworks and empirical

evidence, this research aims to provide a comprehensive analysis of how training programmes can be optimised to enhance employee performance in the Food and Beverage Kitchen Department. Ultimately, the contribution of this study lies in its potential to inform management decisions at hotel in Nusa Dua, particularly in enhancing the effectiveness of training to boost employee performance. By empirically validating the theoretical models of training, this research offers insights that can lead to improved training practices, thereby contributing to the broader body of knowledge in human resource management within the hospitality industry. The findings of this study are expected to have practical implications, enabling hotel to enhance their training programmes and achieve better performance outcomes.

Research Methods

This study employs a quantitative descriptive method to investigate the impact of training on employee performance in the Food and Beverage Kitchen Department of a five-star hotel in Nusa Dua. The quantitative descriptive approach allows for the systematic collection and analysis of numerical data, providing a detailed understanding of the relationships between training programmes and employee performance. The research approach includes both primary and secondary research. Primary data were gathered through online questionnaires, providing direct insights from employees in the Food and Beverage Kitchen Department. Secondary data were obtained from existing records, observations, and relevant literature, which offer contextual background and support the primary data findings.

This combination of primary and secondary data ensures a robust analysis of the research problem. The type of data collected is quantitative. Quantitative data were gathered through structured questionnaires distributed to employees, which included closed-ended questions aimed at measuring specific aspects of training and performance. The use of quantitative data allows for statistical analysis to determine the significance and strength of relationships between variables. The method of data collection involved the distribution of online questionnaires via Google Forms. The use of online methods facilitated a broader reach and timely collection of data despite the challenges. The structured questionnaires ensured consistency in responses, allowing for reliable data analysis.

Sampling for this research employed a census method, where all employees in the Food and Beverage Kitchen Department of the selected hotel were included in the study. Given the relatively small population size of 15 employees, the census method was appropriate and allowed for a comprehensive analysis. This method ensured that every relevant perspective within the department was considered, enhancing the study's representativeness. The instruments used for data collection were structured questionnaires. These questionnaires were designed to capture specific metrics related to training effectiveness and employee performance. The questions were formulated based on established theories and previous studies to ensure validity and reliability. The

questionnaires were pre-tested to ensure clarity and reliability before being administered to the participants.

Data analysis was conducted using quantitative techniques. The collected data were analysed using statistical software, specifically SPSS version 23. The analysis included validity tests, reliability tests, simple linear regression, t-tests, and determination tests. These statistical methods allowed for the examination of the relationships between training and employee performance, providing empirical evidence to support the study's conclusions. Determining the impact of training on employee performance is crucial, as supported by past research within the hospitality industry (Kumara, I. W. S. E. & Utama, 2016; Sasidaran, 2018; Sugiarti, Hartati, T. & Amir, 2016). The hypotheses tested in this study are as follows:

H0 (Null Hypothesis): *Training has no significant effect on employee performance.*

Ha (Alternative Hypothesis): *Training has a significant effect on employee performance*

Results and Discussion

Data Description

In this section, the results of the questionnaire, detailing the characteristics of the respondents, are presented. The questionnaire was distributed to 15 employees from a five-star hotel located in Nusa Dua. All 15 questionnaires were returned and deemed suitable for analysis, providing a complete dataset for this research. The characteristics of the respondents were classified based on age, educational background, and length of service, as illustrated in Table 1.

The age distribution of the respondents varied, encompassing a range from 21 to 50 years. The majority of respondents fell within the 31 to 40-year age bracket, reflecting a workforce with substantial experience and maturity. Regarding educational background, the respondents were relatively well-educated, with 60% holding a bachelor's degree and the remaining 40% having completed a diploma. This educational distribution suggests that the employees possess the foundational knowledge necessary for their roles in the Food and Beverage Kitchen Department.

In terms of length of service, the respondents had varying degrees of tenure at their respective hotel, ranging from 1 to over 10 years. The mean length of service was 6 years, indicating a balanced mix of experienced and relatively new employees. This diversity in length of service provides a comprehensive view of the impact of training across different stages of an employee's career. These respondent characteristics are crucial for understanding the context within which the training programmes are implemented and assessed. They provide a foundation for interpreting the data on training effectiveness and its correlation with employee performance.

Table 1. Characteristics of Respondents

Characteristic	Number	Percent (%)
Age		
21 – 30	6	40%
31 – above	9	60%

Educational Background		
Diploma	7	46%
Bachelor	8	54%
Length of Service		
1 - 5 years	8	54%
above 5 years	7	46%

[Source: Primary Data, 2024)

Table 1 illustrates that the majority of employees in the Food and Beverage Kitchen Department at various hotel in Nusa Dua are aged 31 years and above, accounting for 60% (9 individuals) of the respondents. Employees aged between 21 and 30 years represent 40% (6 individuals) of the sample, with the average age being 33 years. In terms of educational background, 54% (8 employees) hold a bachelor’s degree, while 46% (7 employees) have a diploma. Regarding length of service, 54% (8 employees) have been working for 1 to 5 years, whereas 46% (7 employees) have over 5 years of service.

In this research, a validity test was implemented to measure the validity or suitability of the questionnaire used. The validity test involved comparing the value of r calculated (r count) with the value of r from the table (r table). A questionnaire is considered valid if r count \geq r table. According to Kurniawan (2008), the r table value for 15 respondents is 0.514. After testing with SPSS version 23, it was found that the r count for the questionnaire exceeded 0.514, indicating that the questionnaire is valid.

Following the validity test, a reliability test was conducted to assess the instrument's stability and consistency in measuring concepts. The reliability criterion is a Cronbach’s Alpha value greater than 0.6, which signifies reliability. SPSS analysis revealed a Cronbach’s Alpha of 0.874 for training and 0.931 for employee performance, confirming the reliability of the questionnaire. The questionnaire results were analysed using descriptive statistical analysis to determine the average value (mean) of respondents' scores on each variable's statement items. This research utilises five indicators for each variable as benchmarks in the questionnaire, resulting in 10 mean values. The mean scores were then categorised using an interval class formula to interpret the numerical values into qualitative descriptions, making the results more comprehensible. The data calculation is summarised in Table 2.

Table 2. Data Calculation

Indicator	Mean Score
<i>Training (X)</i>	
Training Material	4.6
Training Method	4.1
Ability of trainer	4.5
Training Facilities	3.3
Training Participant	4.6
<i>Employee Performance (Y)</i>	
Quantity of Work	4.3
Quality of Work	4.6
Timeliness	4.6
Attendance	4.1
Cooperation	4.7

[Source: Primary Data, 2024)

As illustrated in Table 2, the indicators are represented by 30 statements within the distributed questionnaire. Respondents were asked to assess these statements on a scale from 1 (Strongly Disagree) to 5 (Strongly Agree). This scale allowed for a nuanced understanding of the respondents' perspectives on various aspects of the training programmes and their own performance. The mean score calculations, based on the interval class, provide a detailed view of the respondents' assessments. Training Material and Training Participant both received high mean scores of 4.6, indicating strong satisfaction in these areas. Similarly, the Ability of Trainer scored 4.5, suggesting that employees generally feel positively about the competence and effectiveness of their trainers.

However, the analysis highlights areas needing improvement. The Training Method received a mean score of 4.1, while Training Facilities scored 3.3, and Attendance received a score of 4.1. These lower scores indicate that these aspects of the training programmes and employee performance are perceived as less effective by the respondents. Specifically, the relatively low score for Training Facilities suggests that the resources and environment provided for training may not be adequate, impacting the overall effectiveness of the training sessions. The low score for Attendance also points to potential issues in employee engagement or the scheduling of training sessions. Addressing these areas is crucial for enhancing the overall training experience and ensuring that the programmes effectively contribute to improved employee performance.

Table 3: Training Method

Indicators	Mean Score
Training Method	
There are various training methods used, such as presentation, video, games, quiz, etc.	3.93
The training method is in accordance with the material	4.40
The training methods make the material easier to be understood	3.93

(Source: Primary Data, 2024)

As illustrated in Table 3, the training method indicators received the following mean scores: "There are various training methods used, such as presentation, video, games, quiz, etc." scored 3.93, "The training method is in accordance with the material" scored 4.40, and "The training methods make the material easier to be understood" also scored 3.93. These scores indicate that, while the training methods are generally well-received, there is room for improvement. Only one of the statements falls into the very good category, while the others are in the good category.

Based on interviews with respondents, it was revealed that hotel in Nusa Dua predominantly employ online training methods rather than more varied approaches such as role-playing or in-person gatherings. This focus on online training may contribute to the perceived lack of variety in training activities. Some respondents rated the training methods with a score of 3, indicating that not all employees favour the current methods.

To address this, an interview was conducted with an employee from the Food and Beverage Kitchen Department at hotel in Nusa Dua.

The interview confirmed that the training methods heavily focus on online formats. The employee expressed a desire for more offline training activities to facilitate direct interaction between trainers and participants, making it easier to ask questions and understand the material. Effective training methods should facilitate participants' understanding of the material (Jaworski et al., 2018). The current scores suggest that while the methods are effective, they could be further improved to achieve training objectives more efficiently and effectively.

Table 4. Training Facilities

Indicators	Mean Score
Training Facilities	
The training facilities available is supportive	2.53
The training venue is comfortable	4.67
The training kit/equipment is helpful	2.87

(Source: Primary Data, 2024)

Table 4 presents the scores for training facilities. "The training facilities available are supportive" scored 2.53, "The training venue is comfortable" scored 4.67, and "The training kit/equipment is helpful" scored 2.87. These scores indicate that while the training venue is well-regarded, the overall facilities and equipment are not deemed adequate. Interviews with respondents revealed several issues, such as a limited number of computers for online training, slow Wi-Fi connections, and inadequate audio equipment like earphones or speakers.

These deficiencies mean that training programmes are not run as efficiently as possible. The limited number of computers forces employees to take turns, which can crowd the training room and disrupt work schedules. Improving these facilities is essential to making the staff comfortable during training sessions, which, in turn, enhances their ability to understand the material and improve their performance. Adequate training facilities are crucial for efficient training activities, ensuring that participants fully benefit from the training (Shtern et al., 2015). The current conditions at hotel in Nusa Dua do not yet meet these standards, indicating a need for improvement in this area.

Table 5. Quantity of Work

Indicators	Mean Score
Quantity of Work	
The work that I do always achieves the set targets.	4,60
I have a maximum level of work quantity	4,33
My work quantity is in accordance with the work standards expected by the company	4,20

(Source: Primary Data, 2024)

As shown in Table 5, the indicators for quantity of work received high scores: "The work that I do always achieves the set targets" scored 4.60, "I have a maximum level of work quantity" scored 4.33, and "My work quantity is in accordance with the work standards expected by the company" scored 4.20. These high scores suggest that

employees perceive their work quantity positively. They are able to meet job requirements and targets, fulfilling company standards efficiently. This indicates strong performance in terms of work quantity, as employees are capable of completing tasks effectively.

Table 6: Attendance

Indicators	Mean Score
Attendance	
I arrived on time at work in accordance with the specified hours	4.67
I am willing to work overtime if the work is not finished yet	4.73
I never leave work earlier than the allotted time	3.13

[Source: Primary Data, 2024]

Table 6 illustrates the scores for attendance. "I arrived on time at work in accordance with the specified hours" scored 4.67, "I am willing to work overtime if the work is not finished yet" scored 4.73, and "I never leave work earlier than the allotted time" scored 3.13. The scores indicate that most statements fall into the very good category, except for "I never leave work earlier than the allotted time," which is only in the good enough category.

Interviews with respondents revealed that the Food and Beverage Kitchen Department at hotels in Nusa Dua operates with flexible working hours. Employees may leave earlier when the occupancy rate is low and stay later when it is high. This flexibility explains the lower score for the statement regarding leaving work earlier than the allotted time. The high scores for other statements indicate that the current attendance practices are generally satisfactory and align with the theory by Shtern (2015) which states that consistent attendance is essential for influencing work results positively.

Data Analysis

The data calculation and analysis were conducted using SPSS version 23 for Windows. The processed results from SPSS will be explained to derive conclusions. The recapitulation of the SPSS analysis results is presented in Table 7.

Table 7 Recapitulation of SPSS Analysis Result

	Coefficients	T	Sig.	R
(Constant)	5,714	0,742	0,471	0,833
Training	0,97	8,056	0	

[Source: Primary Data, 2024]

Simple Linear Regression. The simple linear regression analysis was used to determine the change in Employee Performance that is affected by Training. The results, as shown in Table 7, indicate a constant value of 5.714 and a Training regression coefficient of 0.970. Based on these values, the simple linear regression formula is:

$$Y = 5.714 + 0.970X$$

This formula indicates that if the Training variable is removed, Employee Performance is valued at 5.714. When the value of the independent variable (Training) increases, the dependent variable (Employee Performance) will also increase. The

regression coefficient value of 0.970 implies that for every one-unit increase in Training, Employee Performance increases by 0.970 units. This positive coefficient demonstrates that Training has a positive effect on Employee Performance.

T Test. This test is carried out to determine the significance of the influence of the independent variable (Training) on the dependent variable (Employee Performance). The basis of making this t test consists of two considerations, those are the comparison of the value of t count with t table and based on the significance value. The result of t test can be seen in Table 8, it can be formulated it test the Training variable (X) on Employee Performance (Y).

Hypothesis test after deciding hypothesis: 1) H_0 : Training has no significant effect on Employee Performance and 2) H_a : Training has a significant effect on Employee Performance., then we continued to determining the value of t count. Based on Table 7 above, it can be seen that the value of t count Training (X) is 8.056 with a significance less than the value of α ($0,000 < 0.05$).

Determining the value of t table. The level of significance used in this test is 0.05 or α (trust level) = 5% with a degree of freedom $df = n - k$. The value of $n = 15$ and $k = 2$, then $df = 15 - 2 = 13$. The value of t table = $t(\alpha, df)$, so the value applied is $t(0.05; 13)$. Based on (Ghozali, 2015), the value of t table = 1.771. Comparing the value of t count with t table, If $t \text{ count} > t \text{ table}$ or significance value $< \alpha$ then H_0 is rejected and H_a is accepted and If $t \text{ count} < t \text{ table}$ or significance value $> \alpha$ then H_0 is accepted and H_a is rejected.

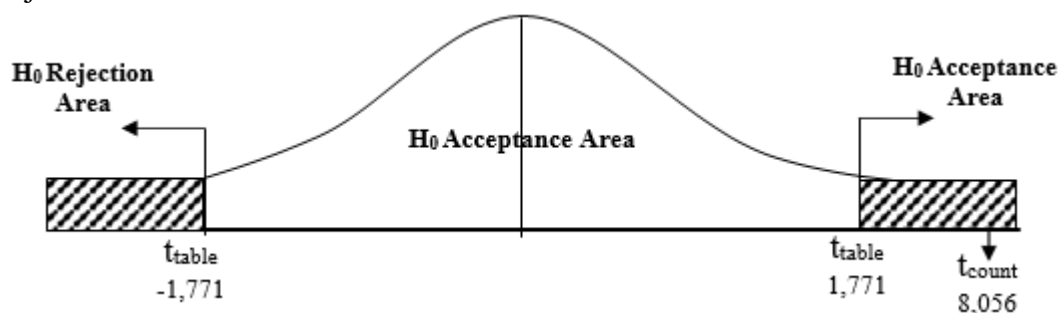


Figure 1 t Test Distribution Curve Testing Training Coefficient (X) on Employee Performance (Y)

Coefficient of Determination. The coefficient of determination analysis aims to quantify the level of influence that Training (X) has on Employee Performance (Y). As shown in Table 8, the R square value obtained from the analysis is 0.833. This means that 83.3% of the variability in Employee Performance can be explained by Training, while the remaining 16.7% is likely influenced by other variables not included in this study. These other factors might include the employees' abilities, work motivation, support from superiors, the work environment, and relationships within the organisation

Discussion

After establishing the positive impact of training on employee performance in the Food and Beverage Kitchen Department, the next step involves identifying ways to optimise training to further enhance performance. It is recommended that hotels in Nusa

Dua diversify their training methods beyond online formats to include more interactive and engaging methods such as role-playing and in-person gatherings. Additionally, improving training facilities, such as providing more computers and ensuring reliable internet connectivity, will make training sessions more effective and comfortable for employees.

Moreover, providing opportunities for employees to interact directly with trainers can facilitate better understanding and retention of training material. Ensuring that training methods align with the material and meet the employees' needs will further improve the effectiveness of the training programmes. The findings of this study highlight the importance of well-structured and adequately supported training programmes in enhancing employee performance. By addressing the identified areas for improvement, hotels in Nusa Dua can optimise their training initiatives, leading to better performance outcomes and a more competitive position in the hospitality industry.

Table 8. The Way to Improve Employee Performance through Optimizing Training

No	Indicators	Improvements
1	<p>TrainingFacilitie</p> <p>Notes: This is urgent to be improved as the score is low.</p>	<p>Implementing Continuous Professional Development (CPD) through access to culinary courses, certifications, and workshops can keep employees updated with the latest trends and techniques. Enhancing feedback mechanisms with regular constructive feedback sessions helps employees identify their strengths and areas for improvement. Developing a mentorship programme pairs less experienced employees with seasoned professionals, providing hands-on guidance and support. Additionally, fostering a collaborative work environment through team-building activities and open communication can enhance teamwork and productivity. Regular health and safety training ensures that all staff are well-versed in proper food handling and emergency response procedures, while customising training to specific roles ensures that each employee receives relevant and effective instruction. Encouraging innovation and creativity within the department can lead to unique and appealing culinary creations. Lastly, regularly monitoring and evaluating the effectiveness of training programmes through performance evaluations and feedback surveys can help identify areas for further improvement and ensure that training objectives are met.</p>
2	<p>TrainingMethod</p> <p>Notes: This is urgent to be improved as the score is low.</p>	<p>it is crucial to provide more computers to accommodate mandatory online training sessions, ensuring that all employees have access to the necessary resources. Ensuring reliable internet connectivity is also essential for the smooth operation of online training programmes. Investing in advanced culinary equipment can streamline kitchen operations, reduce preparation times, and enhance the quality of dishes. Upgrading training facilities to provide comfortable and well-equipped venues can significantly improve the training experience. Adequate training kits and equipment, such as earphones, speakers, and other learning tools, should be available and in good working condition. Optimising the utilisation of training rooms by organising the training schedule can prevent overcrowding and create a conducive learning environment. Providing incentives and recognition for employees who demonstrate exceptional performance can motivate staff and reinforce a culture of excellence.</p>

(Source: Research Data, 2024]

Table 8 outlines the ways to improve employee performance through optimising training at hotel. Although the overall results of this study are positive, there are still areas that require improvement. These improvements can be achieved by proposing enhancements for each indicator examined in the research. By implementing a combination of improved facilities and diverse training methods, hotels can create a more conducive learning environment.

This dual approach ensures that training programmes are not only more engaging but also more effective in achieving their objectives. Improved facilities, such as additional computers and better training equipment, will make training sessions more comfortable and productive for staff. Diversified training methods, including lecture systems, vestibule training, role-playing, case studies, simulations, laboratory training, and self-studies, will cater to different learning styles and facilitate better understanding and retention of the material.

Ultimately, these improvements in training can lead to better performance outcomes, higher employee satisfaction, and a stronger competitive position in the hospitality industry. By investing in both the physical environment and the variety of training methods, hotel can ensure that its training programmes are comprehensive, effective, and capable of meeting the evolving needs of its employees.

Conclusion

This research highlights the critical role that effective training programmes play in enhancing employee performance within the Food and Beverage Kitchen Department of five-star hotel in Nusa Dua. The findings underscore the importance of continuous investment in employee development as a strategic tool for maintaining high performance standards and ensuring competitive advantage in the hospitality industry. The positive and significant relationship between training and employee performance, as evidenced by the data analysis, validates the theoretical models of Jaworski and Shtern. For the reader, this research matters because it provides empirical evidence that underscores the necessity of well-structured training programmes in the Food and Beverage Kitchen Department to achieve optimal employee performance, ultimately leading to improved guest satisfaction and overall hotel success.

The research demonstrated that employees perceive their training positively, which directly translates into better performance outcomes in the Food and Beverage Kitchen Department. The high reliability of the data and the strong correlation between training and performance indicators suggest that investing in comprehensive and continuous training programmes is not merely beneficial but essential for hotel management. By understanding the direct impact of training on employee performance in this critical department, hotel managers can make informed decisions to enhance their training strategies, thereby fostering a more skilled and motivated workforce.

Based on the findings, this study offers several recommendations for future research and practical application. Firstly, future research could explore the impact of

specific types of training programmes, such as on-the-job training versus e-training, to determine which methods yield the most significant improvements in performance, particularly within the Food and Beverage Kitchen Department. Additionally, examining the long-term effects of training on employee performance could provide valuable insights into the sustainability of training benefits over time in this department.

In terms of the strengths of this research, the use of a quantitative descriptive method allowed for a clear and systematic analysis of the data, providing robust and reliable results. The comprehensive approach, which included both primary and secondary data, ensured a well-rounded perspective on the research problem. However, the research also faced certain weaknesses and challenges. The relatively small sample size, limited to the Food and Beverage Kitchen Department within a specific geographical area, may not fully represent the broader hospitality industry. Future studies could benefit from larger sample sizes and more diverse settings to enhance generalisability.

One of the main challenges faced during the research was the reliance on online data collection methods, which, while effective, limited the depth of qualitative insights that could be gathered. Addressing these challenges in future research could involve employing a mixed-method approach that incorporates both online and in-person data collection techniques to enrich the data quality. In conclusion, this research provides valuable insights into the impact of training on employee performance in the Food and Beverage Kitchen Department of a five-star hotel in Nusa Dua. It highlights the need for continuous and well-structured training programmes to enhance employee performance and maintain competitive advantage. By addressing the identified weaknesses and overcoming the challenges faced, future research can build on these findings to further advance our understanding of effective training strategies in the hospitality industry.

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