


The Influence Of Job Training, Work Experience, And Competency On The Performance Of Italian Restaurant Kitchen Employees In South Jakarta

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Article Info	ABSTRACT
Keywords: Training Experience Competency Performance Employees.	The main objective of this study is to examine and assess how job training, work experience, and knowledge competency impact the performance of kitchen staff working at Italian Restaurants in South Jakarta. Therefore, the researchers aims to identify various factors that can influence the performance of kitchen employees at the Italian Restaurants in Sount Jakarta. non- probability sampling, which focuses on the targeted Italian Restaurant kitchen staff in South Jakarta, is utilized for data collection where sampling is not random and is aimed specifically at the population. This sampling technique is done freely according to the wishes of the researcher. A total of 150 respondents were included in this study, and questionnaires were distributed to gather primary data. Secondary data from articles, journals, and books were also used. The data analysis employed in this research is multivariate analysis, while the research hypothesis was tested by applying the Structural Equation Model (SEM) approach, using Partial Least Squares (PLS). The findings demonstrate that job training, work experience, and knowledge competency all have a positive impact on employee performance
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INTRODUCTION

The quality of good performance from human resources can be influenced by the competence and training possessed by the individual, because performance itself cannot be separated from the quality of human resources. To be able to create competent and professional human resources, companies can develop their human resources by providing job training, motivation, and support. Companies can provide added value by encouraging their employees to develop their competencies. So that employee development is in line with achieving organizational added value (Adquisiciones, 2019). Human resources have developed significantly into a strategic and indispensable aspect of every organization. Especially in the context of the restaurant industry, where efficient management of kitchen employees is essential, in today's dynamic and complex work environment, where competitive advantage comes largely from a skilled and engaged workforce, kitchen employees are the backbone of any restaurant. It is the kitchen employees who are responsible for preparing food. However, there are unique challenges face by kitchen employees, such as long hours, high-stress work environments, and physically demanding tasks. This requires a strong and effective human resources department dedicated to their recruitment, training, and overall well-being (Kasran et al., 2023).

Employees need good planning regarding the needs of an organization and placements that are in accordance with their competencies (Akbar, 2018). The workload experienced by employees, such as standing for long hours and handling large orders, and the fast-paced restaurant environment can create time pressure for kitchen employees, which can cause fatigue so that employee

performance will decrease over time. Apart from the problems faced, employees who are committed to quality work tend to have better and higher performance (Wulandari, 2022).

The performance of kitchen employees is crucial for the success of a restaurant and the culinary industry. With competition increasing, restaurant owners and managers are placing high priority on improving kitchen employee performance. The Theory of Planned behavior (TPB) offers a comprehensive framework for understanding the factors that impact kitchen employee performance. Widely used in different scenarios, the TPB takes into account psychological factors like attitudes, subjective norms, and behavioral control that can influence individual behavior. Therefore, it is important to investigate how the TPB concept can be applied to understanding and improving the performance of kitchen employees in the restaurant industry (Moon, 2021).

Working as a kitchen employee certainly has many challenges and a large workload. As research (Turang et al., 2021) explains, the workload of kitchen employees includes them working for long periods of time in a standing position, working shifts of more than eight hours per day with insufficient rest, and an uncomfortable working environment. This large workload means kitchen employees often feel exhausted. This affects the performance of kitchen employees, which can cause a decrease in work productivity, decreased work motivation, and fatigue, which can cause health problems. Various internal problems that occur in the kitchen certainly have a direct impact on the productivity and performance of the kitchen employees. In facing various challenges and workloads while in the kitchen, the restaurant must, of course, take various measures to improve the performance and productivity of the kitchen employees. Research results (Riyanto & Susilowati, 2018) show that communication, motivation, and the work environment have a significant and positive correlation with the performance of kitchen employees. Good communication will certainly provide motivation for kitchen employees to improve their performance.

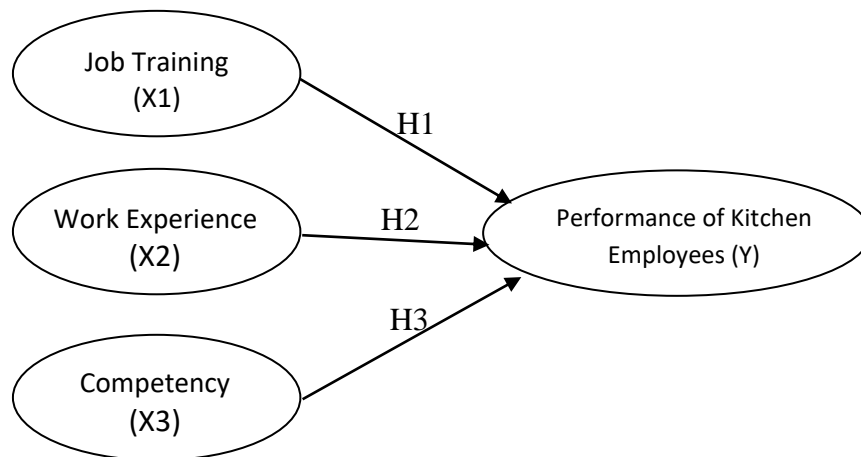
Of the many restaurants in South Jakarta, the Italian Restaurant attracted the writer's attention because it focuses on good service, so to implement it requires many employees according to their field (Trianasari, 2021). The Italian restaurant is internationally renowned for its culture and specialties. However, there are numerous negative reviews from customers who have evaluated the food services at various Italian restaurants in South Jakarta. Many of these restaurants in South Jakarta hire kitchen staff members who lack experience but are skilled. However, only a few establishments provide their employees with training to understand and master the menu. Consequently, kitchen staff members often struggle to utilize their skills and knowledge effectively. Currently, many Italian restaurants in Jakarta are well-known for their delicious cuisine. However, it is not uncommon for these restaurant to receive complaints from customers regarding issues such as hygiene, taste, serving time, and incorrect orders. Kitchen staff members must be attentive to customer requests, including specific dietary needs and allergies. By doing so, they can avoid complaints from customers. Therefore, work experience plays a crucial role in enhancing employee performance.

Naturally, it is crucial for the restaurant to hire skilled and knowledgeable kitchen staff. Hence, it is necessary the work experience and proficiency of each individual employed in an Italian restaurant's kitchen to ensure optimal performance and outcomes. Taking into consideration the evident issue of kitchen human resources in various Italian restaurants in South Jakarta and an explanation of the underlying problems, this research aims to investigate the impact of job training,

work experience, and competency on the performance of kitchen employees in Italian restaurants in South Jakarta.

The framework of this research aims to determine the influence of job training, work experience, and competency on the performance of kitchen employees in various Italian restaurants in South Jakarta. This research will explain in full the influence, impact, and relationship between these three variables on employee performance in the kitchen. Based on the analysis above, the concept of this research is shown as follows, namely:

Figure 1. Conceptual Framework



Source: Processed Data (2023)

With this framework of thinking, the author wants to show that the three factors of job training, work experience, and competency certainly have a direct positive influence on Y, which in this case is the performance of kitchen employees. With the three influencing indicators, the author wants to prove that there is a correlation between the independent variable and the dependent variable. A hypothesis is a conjecture or temporary answer to a problem and must be tested for truth using various complete data analyses. This research aims to determine the influence of work training, work experience, and competency on the performance of kitchen employees in Italian restaurants in South Jakarta.

The following is the formulation of hypothesis from this research:

- a. H1 : Work experience has a significant effect on the professional competence of kitchen employees restaurants in South Jakarta.
- b. H2 : Competence has a significant effect on the professional competence of kitchen employees restaurants in South Jakarta.
- c. H3 : Job training has a significant effect on the professional competence of kitchen employees restaurants in South Jakarta.

METHODS

Given the current developments, a significant number of Indonesians exhibit a preference for Italian cuisine. Moreover, there is a notable recurrence of visits to an Italian restaurant located in South Jakarta. Consequently, the focus of this study is to conduct an analysis of Italian restaurants, specifically delving into the realm of their kitchen staff. The object of this research is specifically focused on permanent and contract kitchen employees at the Italian Restaurant in South Jakarta. Employing a quantitative approach, as defined by Sugiyono (2016), quantitative research is a research method based on the philosophy of positivism in sample research and taking the research population into account. In this quantitative research, the data is presented in the form of numbers for the research results. The objects of research used in this research were 150 respondents who were Italian restaurant kitchen employees in South Jakarta.

Notably, the Italian restaurant in South Jakarta is a casual dining restaurant. According to Kurian and Muzumdar (2017) explained that a casual dining restaurant is a restaurant that has a large selection of food in a relaxed atmosphere and has prices that are more accessible when compared to a fine dining restaurant. The dependent variable in this research is employee performance, while the independent variables in this research are job training, work experience, and competency. The approach in this research uses quantitative methods, such as surveys and distributing questionnaires, to obtain primary information and data. Secondary data in this research was obtained from articles, books, and journals that can support research. The questionnaire was created in the form of a Google form and then distributed to respondents at an Italian restaurant in South Jakarta.

Hypothesis testing is carried out using an involves the utilization of an associative hypothesis, a provisional assumption grounded in a research formulation that elucidates a relationship between two or more variables (Sugiyono, 2017). This quantitative research adopts a correlational approach, specifically correlational research, which seeks to ascertain relationships between variables. If such relationships exist, the research becomes instrumental in determining the degree of association between variables. The objective of correlation research is to gauge the impact of two or more variables on the extent of variations in one another (Sugiyono, 2015). Temporally, this research is categorized as cross sectional, aiming to formulate hypotheses with casual relationships tested through analytical studies, where multiple variables are concurrently measured (Vionalita, 2020).

According to Sujarweni (2015), a cross-sectional study collects data on independent variables and dependent variables at a single point in time. While the research lacks depth, its generalization is high due to its comprehensive coverage of all Italian restaurants in South Jakarta. This research was carried out in a real environment without carrying out specific experiments or simulations. This research also uses an individual unit of analysis. According to Morrisani (2017), the unit of analysis consists of everything that is studied to obtain a concise overview of the entire unit being analyzed. The individual unit of analysis is collecting data obtained from each individual and making it an individual data source (Sugiyono, 2017).

Given a large population of kitchen employees at the Italian restaurant in South Jakarta and practical constraints in terms of energy, time, and costs, the researcher opts for a sample, adhering to (Bougie, 2020). The sampling technique itself is the process of selecting appropriate objects, individuals, or events that can be representative of the entire population (Bougie, 2020). This research sample collection technique refers to Hair (2016), which states that the research sample size can be five times the number of indicators. It is known as a general rule that the minimum sample

size of a study is at least five times the number of indicators of the questions analysed. So, it was found that a sample size with a ratio of 5:1 was acceptable in theory (Hair, 2016). This research has four variables consisting of three independent variables (work training, work experience, and competency) and one dependent variable (employee performance) and has 20 indicators. In the end, the author decided to take a sample of at least 100 respondents, namely five times with 20 question indicators, and decided to take 150 respondents.

The sampling technique employed is purposive sampling, a non probability method outlined by (Sugiyono,2018), involving specific criteria and considerations to determine the desired sample size. This research pays attention to the existence of targets to be addressed and determines respondents using certain criteria. The sampling criteria that have been determined in this research include as the following:

- a. Professionals who work in the kitchen of an Italian Restaurant in South Jakarta
- b. Age: 18-54 years
- c. Have been a permanent employee or contract employee
- d. Have worked for at least one year at the Italian Restaurant
- e. Have a previous work experience in the kitchen sector

Filling out the questionnaire was done using a Google Form and distributed directly through direct visits and WhatsApp to respondents. The questionnaire answers from respondents will become input data for hypothesis research. The questionnaire consists of question items that have been developed to measure variables based on dimensions, existing indicators, and previous research. This research uses an interval measurement scale that is applied to each variable and developed with questions that will produce answers on a value scale (Bougie, 2020). The value scale used in this research is a Likert scale to obtain the respondent's level of agreement and preference for a question based on an ordinal scale. According to Sanusi (2017), the Likert scale is a scale that is based on the sum of respondents' responses to questions related to variable indicators or concepts measured in a study.

The analysis in this research uses the partial least squares (PLS) technique. PLS itself is a structural equation modeling (SEM) equation model with an approach based on variance or component-based SEM. According to Ghozali & Latan (2015), the aim of PLS-SEM is to be able to build a theory (prediction orientation) or develop the theory. PLS is used to describe the relationship (prediction) between latent variables. PLS is an analysis method that is considered effective because it does not require data flow at a certain measurement scale.

RESULTS AND DISCUSSION

The results of this research reveal that job training, work experience, and competency have a crucial role in the performance of kitchen employees at Italian restaurants in South Jakarta. This research reviews the relationship between training programs, work experience, competency, and the overall performance of kitchen staff in Italian restaurants located in South Jakarta. This research aims to explore the extent to which the training provided, work experience, and level of competency influence the performance of kitchen employees in the context of Italian restaurants, which have distinctive characteristics in the South Jakarta area.

ANALYSIS OF RESPONDENTS CHARACTERISTICS

Table 1. Respondent Data

Respondents	Aspect	Amount
Gender	wO 60%	Woman 90
	40%	Men 60
Age	30,67%	18-24 46
	44%	25-34 66
	16%	35-44 24
	5,33%	45-54 8
	4%	>54 6
Type of Work	64%	Permanent Employee 96
	36%	Contract Employee 54
Last Education	36,67%	SMA/SMK 55
	28,67%	D3 43
	28,67%	S1 43
	5,99%	S2 9
Length of Work	13,33%	1-2 years 20
	58%	2-3 years 87
	28,67%	> 3 years 43
	100%	Total 100

Source: Processed Data (2023)

Based on Table 1, the results of respondents based on gender, there were 60 male respondents (40%) and 90 female respondents (60%) out of a total of 150 respondents who participated in this research. In the distribution of respondents based on age range, the majority of respondents were between 25

and 34 years old, with a total of 66 respondents (44%), then 18–24 years old were 46 respondents (30.67%), 35–44 years old were 24 respondents (16%), 45–54 years old as many as eight respondents (5.33%), and finally > 54 years old as many as six respondents (4%). In the distribution of respondents based on type of work, there were 96 respondents who were permanent employees (64%) and 54 respondents who were contract employees (36%).

In the distribution of respondents based on the last level of education they had achieved, most respondents had a SMA/SMK education level with a total of 55 people (36.67%), followed by 43 respondents (28.67%) who had a D3 educational background, then 43 respondents (28.67%) had a bachelor's degree educational background, and only nine respondents (5.99%) had a master's degree. In the distribution of respondents based on length of work experience in a certain time, as many as 87 respondents (58%) had work experience between 2 and 3 years, followed by 43 respondents (28.67%) with experience > three years, and as many as 20 respondents (13.33%) with work experience of more than 1 to 2 years.

MEASUREMENT MODEL

The validity test assesses the congruence of data with information directly obtained from the research subject, as outlined by (Sugiyono,2018). This examination is employed to ascertain the research's validity level. Research validity is affirmed when it accurately describes data related to existing variables and precisely measures the desired aspects. The measurement process is crucial as the questionnaire's development is grounded in the theoretical construction of each research variable. The Average Variance Extracted (AVE) serves as an indicator, elucidating the extent of variance a latent construct can encompass. It must surpass a threshold of 0,5, signifying that the latent variable explains nearly all the indicator variance.

According to (Hair,2014), the generally accepted threshold value for AVE is 0.7 or higher, although values below 0.7 are still deemed acceptable. This assessment is vital for testing validity through discriminant validity, which gauges the extent to which constructs differ from one another and measures the level of gaps between overlapping constructs. In this research, the Fornell-Larcker criteria are employed, involving a comparison of the square root of AVE must exceed the correlation coefficient with other constructs to establish the existence of discriminants, following the criteria outlined by (Muhammadi and Mahmoodi, 2019)

Table 2. Evaluation of Expenditure Models

Contract & Item Loading	Outer
Work Training (AVE = 0,691, CR = 0,973)	
PK1 The training I received at this restaurant has relevance to my job duties and responsibilities	0,868
PK2 I feel the training I received helped me improve my skills and knowledge working in a restaurant kitchen	0,840
PK3 I am satisfied with the quality of training provided by the restaurant	0,834
PK4 The training I received covered important aspects of my job	0,914

PK5	I feel the training helped me to be more confident in handling tasks in the kitchen	0,864	
Work Experience (AVE = 0,729, CR = 0,899)			
PENG1	I have previous work experience in the restaurant industry	0,834	
PENG3	My work experience allows me to become familiar with the equipment and processes commonly used in restaurant kitchens	0,859	
PENG4	My previous work experience does not include work in a restaurant kitchen	0,860	
PENG5	The level of work experience of kitchen employees correlates with the level of performance in Italian restaurants in South Jakarta	0,770	
Competence (AVE = 0,747, CR = 0,931)			
KOMP1	I have a lot of solid knowledge about the various Italian dishes served in this restaurant.	0,862	
KOMP2	I master various Italian cooking techniques well	0,850	
KOMP3	I have the ability to select high-quality ingredients that suit Italian dishes	0,855	
KOMP4	I believe that my level of competence is closely related to the extent to which I can maintain quality standards in the Italian restaurant	0,853	
KOMP5	I have competencies that include cooking ability, knowledge of recipes, and relevant skills for kitchen tasks	0,857	
Contract & Item Loading			Outer
Performance (AVE = 0,729, CR= 0,919)			
KIN1	The dishes I serve meet restaurant quality standards, including taste and appearance	0,862	
KIN3	I am able to innovate in the Italian dishes that I serve	0,829	
KIN4	I can work well in a kitchen team, coordinating with colleagues to maintain an efficient work flow	0,856	
KIN5	I can work efficiently and effectively in busy kitchen conditions	0,892	

Source: Processed Data(2023)

The results from Table 2 show that the loading factor value gets a recommendation value greater than 0.5, so the manifest variables used in this research are considered appropriate, and the AVE for each construct shows a value greater than 0.5, and the value for composite reliability is higher than 0.7.

Table 3. Evaluation of Discriminant Validity

	Performance	Competence	Work Training	Work Experience
Performance	0,860			
Competence	0,897	0,854		
Work Training	0,934	0,915	0,865	
Work Experience	0,890	0,872	0,906	0,831

Source: Processed Data (2023)

STRUCTURAL MODEL

Variance Inflation Factor (VIF) and tolerance values can be seen to detect symptoms of multicollinearity. In this research, a multicollinearity test was carried out to determine whether there was a strong relationship between the independent variables. According to Ghazali (2017), the tolerance value can measure the variability of a selected independent variable, which cannot be explained directly by other variables. If the tolerance value is greater than 0.1 and the VIF value is smaller than 10, then multicollinearity will not occur. As shown in the table 4, the VIF value for each construct is greater than 0.1 and smaller than 10, and it can be concluded that multicollinearity does not occur.

Table 4. Collinearity Evaluation

As a predictor of performance	
Construct	VIF
Work Training	8,778
Work Experience	5,956
Competence	6,579

Source: Processed Data (2023)

Table 5. R Square Test

Square	R Square	Adjusted R
Performance	0,890	0,887

Source: Processed Data (2023)

Based on the table 5, the R square value for performance is 0.890, which indicates that around 89% of the variation in performance can be explained by the independent variables used in this research, namely job training, work experience, and competency. This means that these variables have a significant influence on the performance of kitchen employees at the Italian Restaurant in South Jakarta. The adjusted R square value for performance is 0.887 and describes around 88.7% of the variation in performance, which can be explained by the regression model by considering the number of independent variables used and the sample size. This value is also often used for measurements that are adjusted to the complexity of the model in order to ensure that adding variables to the model cannot arbitrarily increase the R square value.

Both the R square and adjusted R square values have quite high values, thus proving that job training, work experience, and competency variables have made a significant contribution to

explaining the variability in performance levels. Although not all variations can be explained by the independent variables in this study, most of the performance variations can be explained by the three variables, as seen in the regression model used.

According to Ghozali (2018), the T test is a statistical test used to determine the effect of each independent variable on the dependent variable. In testing the hypothesis in this research, the bootstrapping method was used on the data sample. Through this bootstrapping procedure, the T-statistic can be used to see the level of significance in hypothesis testing. A significant hypothesis size can be detected using a comparison between t-count and t-table. Where the t-table value is at a significant level of 95% ($\alpha = 0.05$) for the one-tailed hypothesis, it is > 1.65 , and the value of the t-statistic must be greater than the t-table.

Table 6. Hypothesis Test Results

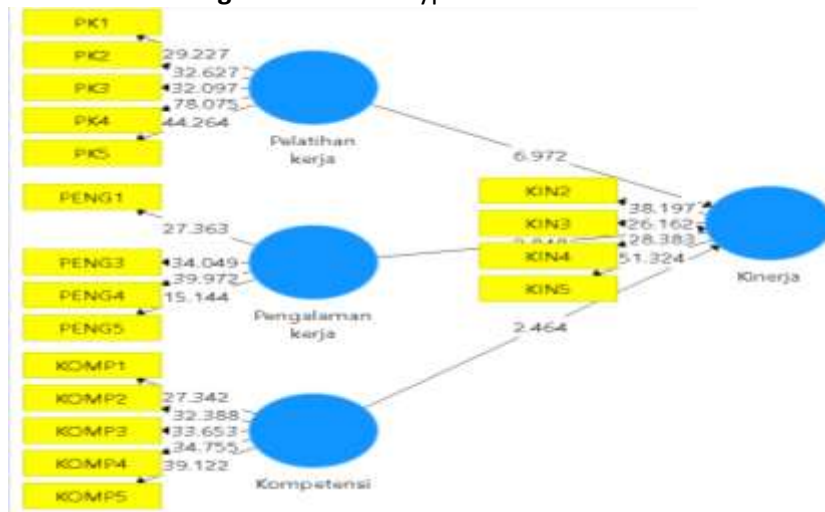
Hypothesis	Path	t-count Coefficient	Result
H1 Job training has a significant effect on employee performance	0,567	6,972	Support
H2 Work experience has a significant effect on employee performance	0,197	2.848	Support
H3 Competency has a significant effect on employee performance	0,206	2,464	Support

Source: Processed Data (2023)

Job training has a path coefficient of 0,567 to employee performance. Work experience has a path coefficient of 0,197 to employee performance. While competency has a path coefficient of 0,206 to employee performance. The table above shows that the T-statistic value of the job training variable is 6.972, where the t-statistic value is greater than 1.65, and it can be concluded that there is a significant influence on performance. And the significance value is $0.000 < 0.05$, which means the hypothesis is accepted and there is a significant influence on performance.

The work experience variable has a t-statistic value of $2.848 > 1.65$, which means work experience has a significant influence on performance. The p value is $0.005 < 0.05$, which means the hypothesis is accepted and there is a significant influence between work experience and performance. The t-statistic value for the competency variable is $2.464 > 1.65$, which means that competency has a significant influence on performance. And the p value is $0.014 < 0.05$, therefore the null hypothesis is rejected (no influence), and it can be concluded that there is a significant influence of competence on performance. Furthermore, Figure 2 will shown the model of results of hypothesis testing using PLS.

Figure 2. Model Hypothesis Test Results



Source: Processed Data (2023)

CONCLUSION

Based on the assessment of the first hypothesis, it can be inferred that the job training variable exerts a positive and significant impact on employee performance. Responses from kitchen employees at the Italian restaurant in South Jakarta indicate a positive correlation between job training and employee performance. As outlined by (Simamora,2013), job training is a systematic process capable of inducing behavioral changes in employees, contributing to the enhancement of organizational or company goals. The job training provided by the Italian Restaurant in South Jakarta has been empirically shown to positive and significantly influence employee performance. Clear and satisfying job training equips kitchen employees with substantial knowledge, enhances their skills, and enables theme to adhere to predetermined standards, thereby fostering improves quality, productivity, and effective collaboration among kitchen staff at the Italian Restaurant in South Jakarta.

The findings from testing the second hypothesis directly demonstrate a positive relationship between the work experience variable and employee performance. These results affirm that the longer kitchen employee have experience. Specifically within the kitchen setting, the higher their performance tends to be. As (Manalang,2013) asserts, work experience is a developmental process wherein employees acquire skills and knowledge pertinent to their job function.

Analysis of the thirs hypothesis reveals that the competency variable positively influences employee performance. This underscores that higher levels of employee competency are associated with improved performance. Aligned with the theory posited by (Abdi and Wahid,2018). Heightened competency levels empower employees to enhance their own performance. Competent kitchen employees, equipped with strong knowledge, abilities, and skills, can execute their tasks swiftly and efficiently without compromising the quality of the food served. Nevertheless, in addition to professional skills and knowledge, it remain imperative for kitchen employees to uphold integrity and honesty in their work.

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