

An Analysis of Human Resource Training and Development at Pizza Hut Restaurant Riau Branch, Bandung City, West Java, Indonesia

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ABSTRACT: This research was conducted to find out how training and development was provided to employees at Pizza Hut Restaurant, Riau Branch, Bandung City. The purpose of this research is to find out and analyze the training and development provided by trainers and managers at Pizza Hut, as well as the influence of training and development on employee performance at Pizza Hut Restaurant, Riau Branch, Bandung City. This research uses qualitative research methods with descriptive analysis research type. The sources obtained used data collection techniques using observation, interviews and documentation. The data analysis techniques used are data reduction, data presentation, and conclusion drawing/verification. The data validity techniques used include credibility, transferability, dependability and confirmability tests. The subject of qualitative research is the main instrument of the researcher. Meanwhile, the object of this research is Pizza Hut Restaurant, Riau Branch, Bandung City. The results of this research are (1) the training provided at Pizza Hut, Riau Branch, Bandung City is quite good, the training stages are in accordance with existing theories (2) Trainers always carry out training by reviewing it every month to test the extent of their abilities. employees (3) Performance assessment and evaluation for employees at Pizza Hut Restaurant Riau Branch, Bandung City is not going well (4) The development program carried out by managers at Pizza Hut Riau Branch is quite good, work performance increases with competition to get employee rewards , become motivated and enthusiastic at work (5) The employee accident rate has decreased where employees work in accordance with the work safety program. However, there are still tools and machines that need attention so that they can work more efficiently (6) Employee discipline shows a decreasing level, which can be caused by a lack of supervision and strict rules. Apart from that, the workforce used must be comprehensive (7) The development methods at Pizza Hut have been running in accordance with theory, but from the point of view the educational methods are still not in accordance with the theory applied. Training and development of employees at Pizza Hut must continue to be considered to improve employee performance and achieve company targets.

Keywords: Human resource management, Training, Development



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INTRODUCTION

In today's globalized era, human resources are an internal factor that is so important and even impossible to be separated from an organization, both institutions and companies, in achieving certain goals. The goals that an organization wants to achieve are greatly influenced by the quality

of its employees within the organization. In an ever-changing business environment, employee training and development has become essential for company growth(Effah et al., 2024). Rapid technological change requires employees to have a deep understanding of the latest developments in order to optimize technology in daily operations(Pozo Enciso et al., 2024). Amidst increasingly tight global competition, employees trained in international culture and skills are a valuable asset to the company. Investing in training also opens the door to innovation, enabling employees to think creatively to solve problems and create new solutions.

Training and development are two important things in talking about human resources in an agency, company, or organization in line with the times(Budhwar et al., 2024). If a company does not carry out training and development for its human resources, then the company cannot develop, employees cannot improve their abilities and there will be no employee productivity. Therefore, it is necessary to have a training and development program for employees that can help companies maintain productivity, increase efficiency, and retain high-potential employees(Ababneh et al., 2024). Human resource training and development is an important process in developing the abilities, knowledge, skills, and behavior of employees in an organization(Chowdhury et al., 2024). The main goal is to improve employee performance, broaden their knowledge, and help in achieving company goals. Human resource training and development can encompass a variety of methods, such as formal training, career development, online learning, hands-on training, and mentoring(Barba-Aragón et al., 2024). It helps organizations retain talent, increase productivity, and promote sustainable growth.

According to Nugroho (2019:1), the training and development program in the company is not only considered an obligation, but should be considered a necessity for every organization to prepare quality and competent human resources. Human resource professionals in the organization or those interested in human resources must immediately address this very serious problem today(Manroop et al., 2024).

PT Sari Melati Kencana Tbk is a subsidiary of PT Sriboga Raturaya, the franchise owner of Yum International which holds the Pizza Hut brand in Indonesia. Established since December 16, 1987, engaged in the provision of food services, especially pizza and pasta in Indonesia. Employee training and development carried out at Pizza Hut plays a very important role in maintaining the quality of service and products and achieving customer satisfaction(Kolahi et al., 2024). The research that the author conducted was in one of the Pizza Hut Restaurant Branches in Riau, Bandung City because of the decline in its work quality. This is possible because of the lack of training and development for employees, so that Pizza Hut employees are less optimal in carrying out their work(Barba-Aragón & Jiménez-Jiménez, 2024; Barlow et al., 2024).

The research conducted by (Haryati, 2019) at PT Visi Sukses Bersama Jakarta on the implementation of the employee training and development program, namely an evaluation of employee training and development, is carried out through an assessment during work and employee performance results, the aim of which is to be able to immediately handle difficulties faced by employees(Eck et al., 2024; Young et al., 2024). This can be applied at Pizza Hut to improve the quality of employee work. The decline in work quality that the author obtained based

on data from the customer satisfaction survey of Pizza Hut Branch Riau Kota Bandung from January to October 2023 is as follows.

Tabel 1. Statistification Data Of Customer In Pizza Hut Riau District Bandung City 2023

Month	Number of Responden	Total Overall Statistification	<i>Speed Score</i>
Januari	55	89%	68%
Februari	28	93%	77%
Maret	92	91%	77%
April	66	88%	71%
Mei	52	87%	66%
Juni	40	93%	76%
Juli	38	92%	83%
Agustus	62	92%	74%
September	77	88%	66%
Oktober	32	94%	55%

Source: Internal data of Pizza Hut Riau District Bandung City (2023)

The results of the customer satisfaction survey from January to October 2023 show that Pizza Hut Branch Riau Kota Bandung has achieved customer satisfaction of up to 90%. However, in the months of January, April, May, and September, the satisfaction level decreased, which could indicate a lack of service and product quality. Based on the data above, the speed score has not yet reached the desired score in terms of speed (speed) serving time, which should be 78%. Speed and accuracy in providing service at Pizza Hut are very important in order to provide satisfaction to customers.

METHOD

This research uses a descriptive qualitative research method(Dr. Nurul Ulfatin, 2022). This research data is descriptive, so it does not involve numbers or statistics. The aim of this method is to examine or describe the phenomenon being studied in depth, in the form of words based on facts obtained from interviews and direct data collection in the field, so that the problem can be solved.

According to (Sugiyono, 2020), the qualitative research method is a research method based on interpretive philosophy or postpositivism, which aims to examine phenomena in natural object conditions. The researcher acts as a key instrument and data collection techniques are carried out through triangulation, a combination of observation, interviews and documentation. The resulting data is usually qualitative, and the analysis is inductive or qualitative. The results of qualitative research aim to gain a better understanding of meaning, understand uniqueness, construct phenomena, and generate hypotheses.

Based on the theory above, this research will describe or describe in more depth the training and development that occurs at Pizza Hut Restaurant, Riau Branch, Bandung City. Researchers will find facts from interviews and data obtained in the field that can solve problems that occur. Sugiyono (2023:31) states that the characteristics of qualitative research are:

- a. Conducted in natural conditions (as opposed to experiments), directly to the data source and the researcher as the key instrument.
- b. Qualitative research is more descriptive. Because the data collected is in the form of words or images, so there is no emphasis on numbers or statistics.
- c. The process is more important than the product or results in qualitative research.
- d. Data analysis in qualitative research tends to be carried out inductively.
- e. In qualitative research, more emphasis is placed on meaning (the data behind what is observed).

The subject of this qualitative research, where the primary instrument is the researcher themselves, involves observing a phenomenon and issues occurring at Pizza Hut Restaurant, Riau Branch, Bandung City. The object of this research focuses on Pizza Hut Restaurant, Riau Branch, Bandung City, specifically regarding the training and development provided by the trainers and management at Pizza Hut Restaurant, Riau Branch, Bandung City (De Lesquen et al., 2024).

According to (Dr. Nurul Ulfatin, 2022) a key informant is someone who possesses deep and extensive knowledge related to the subject that is the focus of the researcher. The designation of a key informant typically refers to a person who is believed to have a wealth of information about the situation occurring in relation to the research focus. Due to this assumption, key informants are often extensively interviewed and, consequently, provide a significant amount of information.

Non-key informants, or supporting/additional informants, are individuals who provide supplementary information to the researcher because they are considered knowledgeable about the necessary information. Therefore, they are referred to or appointed by either key informants or other supporting informants to provide explanations or information. The appointment of supporting informants is based on the assumption that they are aware of events and can provide additional information related to the research focus (Ulfatin, 2022:181).

The selection of informants is based on the research subjects who have a strong understanding of issues related to employee training and development at Pizza Hut Restaurant, Riau Branch, Bandung City, possess the necessary data, and are willing to provide the data required for the research. In this study, the researcher selected key informants who clearly understand the relevant information and can provide essential data needed for the research.

Tabel 2. List Of Key Informants

No	Nama	Keterangan
1	ISL	<i>Trainer</i> Pizza Hut Restaurant, Riau Branch, Bandung City
2	PRN	Restaurant Manager Pizza Hut Restaurant Branch in Riau Bandung City
3	NA	Shift Manager of Pizza Hut Restaurant, Riau Branch, Bandung City
4	AST Okt	Employee <i>Crew</i> II (Permanent Employee)
5	MD	Part Time Employee

Source : Data processed by researchers (2023)

The data collection techniques in this study employ a descriptive method, utilizing sources such as observation, interviews, and documents. The researcher uses these techniques because data collection is conducted in a natural setting, involving direct participation. This includes in-depth interviews, field observations, and reviewing relevant documents to support the research. In conducting research, the researcher collects data through the gathering of both primary and secondary data. Primary data refers to key information obtained directly from main sources or informants involved in the research, while secondary data refers to information acquired from secondary sources or that which already existed prior to the research being conducted.

Here are the methods used by the researcher to collect data:

1. Observation

Observation is used when the research involves human behavior, work processes, or natural phenomena. This method is suitable for situations where the number of respondents observed is not too many. In observation, the researcher directly observes what is happening without intervening or altering the situation being observed. The type of observation used by the researcher is participant observation, where the researcher is involved in the daily activities of the people who are the focus of the observation or the data sources for the research. The researcher obtains information directly and experiences it firsthand. However, for the purposes of the research, the researcher interviews predetermined key informants and observes documents related to the training and development conducted at the Pizza Hut branch in Riau, Bandung, to gain clearer clarification and verify the truth(Sarkheil & Hosseini, 2024).

2. Interview

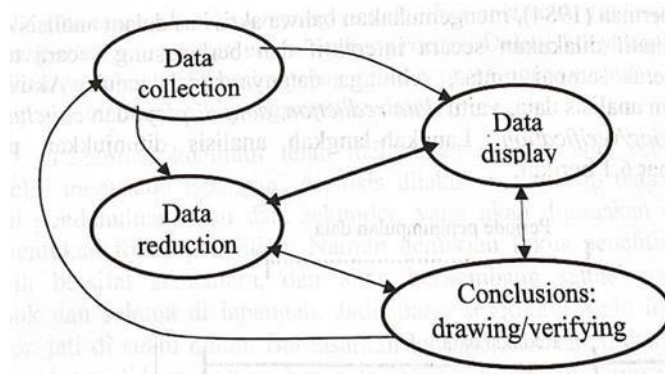
An interview is a structured communication process between two or more parties, where one party asks questions and the other party provides answers regarding a specific topic or subject. Interviews have various purposes, including obtaining information, conducting evaluations, or gaining a better understanding of someone or something. The type of interview chosen by the researcher for this study is unstructured interviews. According to Sugiyono (2023:116), an unstructured interview is a type of interview that is free-form, where the researcher does not follow a detailed and structured interview guide to collect data. The researcher only uses an

outline of the issues to be addressed to the respondents as an interview guide. The researcher conducted interviews with sources including trainers, restaurant managers, shift managers, and staff involved with the research subject. The researcher prepared several interview tools such as writing instruments, notebooks, and a mobile phone for recording during the interview. The procedure during the interview with recording involved turning on the mobile phone's voice recorder and placing it on the table. The researcher has prepared several questions in accordance with the training and development theory related to the phenomena occurring at Pizza Hut Branch in Riau Kota Bandung (Sarkheil & Hosseini, 2024; Zhou & He, 2024). These questions will be posed to the informants after conducting interviews and will be discussed in this study.

3. Documents

Documents are records of events that have occurred. Documents can take the form of written texts, images, or monumental works created by individuals. Written documents include diary entries, life histories, stories, biographies, regulations, and policies. Visual documents can include photographs, moving images, sketches, and others. In analyzing documents related to the research topic, the first step taken by the researcher is to ensure the authenticity of the documents used as valid sources of information. Following this, the researcher selects documents that align with the research objectives for evaluation. Once the relevant documents have been chosen, the researcher proceeds with a detailed analysis of their contents. The documents used by the researcher during the study include photos, images, and data related to training and development at Pizza Hut Branch Riau Kota Bandung

Figure 1. Components In Data Analysis (Interactive Model)



Sources: Miles and Huberman dalam Sugiyono (2023)

RESULT AND DISCUSSION

This research was conducted using data collection methods through observation, interviews, and documentation. The data obtained corresponds to what the researcher observed because the researcher engaged in participant observation. However, there was deeper clarification provided by key informants whom the researcher encountered during interviews. The interviews were conducted with key informants, and the essence of each answer was extracted to detail the key points from the researcher's inquiries. Therefore, the researcher summarized the key points and

facts discovered from the interviews into several points. These points will be elaborated on in the following discussion sub-section:

Based on the research conducted through observation, interviews, and documentation, the training provided to new employees at Pizza Hut Restaurant is deemed adequate. However, several indicators regarding training at Pizza Hut still need improvement in its implementation, as revealed in interviews with trainers and employees at Pizza Hut Branch in Riau, Bandung City (Asfahani, 2024).

Trainers at Pizza Hut, Riau Branch, Bandung City, stated that all employees at Pizza Hut, Riau Branch, after going through the recruitment process, were first given training by trainers for a week, called an internship (Nishiwaki & Oe, 2024; van Leeuwen et al., 2024). New employees are provided with knowledge such as company history, company core values, work that must be done, parts of the pizza hut, product knowledge, company layout and everything is explained before the employee enters the restaurant (Sikula, 2021). Like the following picture.

Pictures 2. Training before work to restaurant



Source: Pizza Hut Trainer

However, the results of an interview with one of the part-time employees, namely MD, stated that on the first day of work at the outlet he was immediately oriented for 4 hours for training to introduce the outlet, job description and everything else was explained. The orientation is carried out only one day and then the next day straight to work at the outlet.

This happens because of sudden recruitment which allows for a shortage of workers due to sudden resignations or other things. Therefore, MD was called for an interview and passed, only given one day's training and the recruitment only called one person who had kept his job title at the outlet for a long time, not based on large-scale recruitment.

Newly hired employees at Pizza Hut undergo job instruction training before entering the field, covering aspects such as service protocols or the "10 moments of truth," product presentation techniques, chemical usage procedures. This preparation takes place during a one-week internship. Employees perform their tasks according to the trainer's instructions, as indicated by interview findings stating that Pizza Hut Riau employees execute their duties in line with the applied instructions, aligning with their main job roles.

It is not possible for FOH employees to immediately master the 10 moments of truth, new children will be focused on greeters and runners so they can memorize the product (Sikula, 2021), the work

carried out will be in accordance with what was taught during the internship. However, everything is done in stages, for girls the focus is on the greeter and for boys the focus is on the runner or cleaning. Now, new FOH students will be trained directly to serve as servers because of the demands of the job and seeing the limited workforce at Pizza Hut.

The opinion of one of the crew II employees states that some new employees work according to instructions and some don't, when they go directly to the restaurant. Small examples start from greeters, promotions, some do it and some don't do it either. Carrying products must be on a tray for those who use it and those who don't.

The 10 moments of truth are things that must be done in service so they must be done as a whole. If in the past you didn't do 1 of the 10 moments of truth, for example not following up on a product, it was fatal because it was mandatory and could reduce value because there was an assessment, if you don't now there is a direct assessment from the trainer so not doing it is not a problem. However, it is actually fatal but currently it is not as strict as before, when an error occurs there will be a direct complaint from the customer to the Pizza Hut service survey.

Therefore, what the trainer sees is different from what the employees who work every day see. When a trainer comes to the outlet it allows everyone to work according to standards, but in fact what the employees see every day is not in accordance with the work instructions carried out. And the manager in charge at the outlet does not question work standards so there will be no problem when it is not carried out.

The division of tasks carried out at Pizza Hut, Riau Branch, Bandung City, from the results of interviews with trainers, namely that when working as a new employee, start from the most basic first because if FOH requires a smile, the first thing you have to do is get used to dealing with customers, then you are placed greeter first.

AST as a crew II employee also stated that in the past new employees learned to start from welcoming guests at the greeter, then gradually delivering products or runners. Its function is to be able to memorize the product. If you have memorized it, you can become a server taking orders. If now employees are directly required to be able to understand from training they have mastered everything taught and when they work at the outlet they must be able to do everything.

This really affects the speed of the employees, now new employees can be placed anywhere, but when guests ask questions they can get confused because they haven't mastered it yet, also when delivering products they sometimes forget the tools they are using, then they have to ask the seniors first, so This affects the speed of product presentation.

MD, as a part time employee, said that in the past there was Service By Section (SBS) because there were still many people working. New children can work as a cleaner, greeter or runner. But for now, because there are only a few people working, everyone who works must be able to work on the server, even if they are new employees, they are required to be able to do everything straight away.

The statement above states that all the work done by new students starts from the most basic to the difficult to do, but the opinion of the AST and MD is correct because according to the trainer,

currently the workforce is smaller and sales often do not reach targets, causing new employees to be required. You have to be able to get to the server quickly to become an order taker even though you don't really understand the products at Pizza Hut because you utilize the existing workforce so you can work and learn at the same time. This also becomes an obstacle in the work process which becomes slow due to lack of mature knowledge and confusion when delivering products.

Employee development at Pizza Hut's Riau Branch in Bandung City is pivotal for enhancing employee performance and fostering company growth in today's rapidly evolving technological landscape. As emphasized by Hasibuan (2020), development efforts are crucial to enhance employees' technical, theoretical, conceptual, and moral capabilities aligned with job requirements through structured education and training programs. The branch implements various training methods, including on-the-job training where new hires receive briefings and practical guidance from senior staff before beginning their roles directly in the restaurant. Additionally, vestibule training involves classroom sessions to familiarize employees with tasks before actual restaurant duties commence. Demonstrations, simulations for handling guest queries and complaints, and apprenticeships in culinary skills further equip employees with necessary competencies.

However, despite the implementation of effective training methods, some educational approaches outlined by Andrew F. Sikula, such as junior board of executive, committee assignments, and sensitivity training, are not currently utilized at this Pizza Hut location. These methods could potentially broaden employee development strategies by fostering leadership skills, teamwork, and sensitivity to diverse workplace dynamics. Nonetheless, the existing methods reflect Pizza Hut's commitment to continuously enhancing its workforce's capabilities to meet evolving industry demands and customer expectations.

Employee development methods at Pizza Hut Riau Branch Bandung City have a significant impact especially on work performance, discipline, and accident rates. Based on research, an increase in employee work performance can be seen from the implementation of competition for rewards and promotions, which provides additional motivation for employees to improve their skills and work quality (Hasibuan, 2020). Although discipline shows a decline due to less strict supervision, this can be improved by strengthening supervision and consistent assessment of existing rules. In addition, the employee accident rate has shown a significant decrease, indicating effectiveness in the use of tools and machinery after going through development training. In the context of efforts to minimize damage to tools and machinery, there are still challenges, especially related to repairs that require faster attention from management (Hasibuan, 2020). Thus, although there are areas for improvement in some aspects such as discipline and reduction of raw material wastage, this development method has proven its benefits in improving productivity and work safety in the restaurant's work environment.

CONCLUSION

The research on human resources training and development at Pizza Hut Riau Branch in Bandung City underscores critical insights into organizational practices (Cain, 2024). Firstly, the study reveals that while the training process adheres to established theories and equips employees with essential

skills, shortcomings in supervision and evaluation undermine its efficacy. This gap hinders employee growth and affects operational efficiency negatively, calling for improved oversight and feedback mechanisms to optimize training outcomes.

Secondly, despite successful initiatives aimed at improving work performance and safety, challenges such as declining employee discipline persist. These issues likely stem from inadequate supervision and a lack of comprehensive workforce management strategies(Zhang, 2024). Addressing these challenges is vital not only for enhancing employee discipline but also for fostering a culture of continuous improvement and sustainable operational success at Pizza Hut Riau Branch(Qi, 2024). By implementing robust supervision protocols and refining workforce management practices, Pizza Hut can better support its employees, enhance operational standards, and maintain a competitive edge in the market.

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