

Enhancing Work Quality and Customer Satisfaction in the Culinary Industry: A Case Study of CV. Cypher Food Indonesia

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ARTICLE INFO

Keywords: Training Programs, Work Quality, Customer Satisfaction, Communication Skills, Performance Recognition

Received : 19, August

Revised : 21, September

Accepted: 26, October

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ABSTRACT

In the digital era, CV. Cypher Food Indonesia, a leading figure in the food and beverage industry, recognizes technology's profound impact on its operations. This study delves into the crucial role of the HRD department in enhancing waitresses' and baristas' performance through customized training. In the competitive culinary landscape, customer satisfaction is paramount, and CV. Cypher Food Indonesia is dedicated to equipping its workforce with the skills and ethics for exceptional service. The research employs an analytical descriptive approach, focusing on data analysis, presentation, and conclusions. It explores training program effectiveness, challenges, HR management implications, and implementation's impact. The study offers insights into job evaluations with recommendations for improvement. This research underscores the importance of ongoing training, emphasizing communication skills, feedback, technology integration, performance recognition, customer satisfaction, and employee empowerment.

INTRODUCTION

In the backdrop of the rapidly evolving digital era, companies across various sectors have undergone significant changes in their business operations. The advancement of information technology, particularly in communication and data access, has greatly impacted the speed and efficiency of managing various business aspects. The culinary industry, including CV. Cypher Food Indonesia, has also experienced transformation due to technological advancements and changing consumer preferences.

CV. Cypher Food Indonesia, operating in the food and beverage industry, relies heavily on a robust and reliable server system to support various applications and services used in customer service. Waitresses and baristas play a vital role in managing customer orders, payments, inventory, and other crucial aspects of daily operations.

In the food and beverage industry, waitresses and baristas are key in providing customer service. The quality of service provided by waitresses and the deliciousness of beverages prepared by baristas can enhance customer satisfaction. Conversely, delays in service, order errors, or unsatisfactory drinks can diminish customer satisfaction. Therefore, the performance of waitresses and baristas significantly impacts the customer experience.

CV. Cypher Food Indonesia faces challenges related to customer dietary preferences, effective time management during busy hours, and the need for clear menu explanations. These issues underscore the importance of training to develop communication skills, time management, and menu understanding in the context of quality customer service.

In the context of improving service quality and customer satisfaction at CV. Cypher Food Indonesia, customer complaint data becomes highly relevant. Listening to and addressing customer complaints are essential steps in optimizing restaurant operations.

Table 1. Cypher Food Indonesia Customer Complaint Data for 2022

Year	Month	Number of complaints
2022	February	3
	March	2
	April	1
	May	4
	June	2
	July	1
Total		13

Sources : CV. Cypher Food Indonesia

The data for customer complaints in 2022 indicates that there were a total of 13 complaints, with May having the highest number at 4. These complaints relate to slow service, order errors, food quality, unfriendly service, cleanliness, and table arrangement.

In response to the volume of complaints received, the Human Resources Development (HRD) department introduced a training program in 2023. The data indicates that six training sessions were conducted throughout the year, with varying levels of activity across different months. This underscores the company's commitment to enhancing employee development, aligning with its strategic goal of expanding business operations.

Collectively, the training program statistics underscore the organization's investment in the HRD department and the advancement of employee development, a pivotal component in enhancing the performance of waiter staff and baristas. In this context, the HRD Department plays a crucial role in elevating the quality of work among waiters and baristas. An effective training initiative equips them with the skills to better manage employees, optimize their performance, and mitigate potential technical disruptions that could hinder business operations.

The objective of this research is to explore the HRD department's role in enhancing the work quality of waiters and baristas at CV. Cypher Food Indonesia through the implementation of the training program. By gaining a deeper insight into the factors influencing their performance and evaluating the efficacy of the training programs, the company aims to effectively address challenges, streamline store operations, and ultimately enhance customer satisfaction.

THEORETICAL REVIEW

1. Human Resources Development

Human Resources Development (HRD) is a crucial part of an organization responsible for managing and developing the skills and capabilities of all employees. HRD can be understood in two ways: first, it sees human resources as the workforce and services provided for production. In other words, it recognizes human resources as the quality of individual efforts to produce services or products over a specified period. The second perspective is that HRD is the place where people work to produce goods or services through their efforts, giving them choices to engage in various financially valuable activities or contribute to creating jobs and products for profit.

HRD plays a significant role in an organization's formal systems planning to ensure that human skills are used effectively and efficiently to achieve desired goals. Managing human resources is essential for a business to be more effective and efficient, making it a key factor alongside financial capital.

The functions of HRD include preparation, recruitment, selection, training, development, evaluation of employees, and compensation. In preparation, HRD considers internal and external factors such as the number of new hires, organizational structure, and labor regulations. Recruitment involves finding and attracting candidates with the right motivation, skills, and knowledge to fill identified workforce gaps. Selection processes aim to choose candidates who meet the company's recruitment criteria. Training is essential to enhance employee performance, and evaluation ensures that employees'

behaviors and performance align with company standards. Compensation involves financial and non-financial rewards received by employees in the employment relationship.

The objectives of HRD, according to Veithzal Rivai Zainal (Zainal , Ramly, Mutis, & Arafah, 2018), include determining the quality and quantity of employees to fill all positions in the company, ensuring that current and future human resources can accomplish every task, avoiding management weaknesses and task duplication, facilitating coordination and synchronization to enhance work productivity, preventing staffing shortages and surpluses, serving as a guide for various HR processes, acting as a change facilitator, and serving as the basis for employee assessments. Achieving these objectives leads to the development of high-quality employees who contribute positively to the organization.

2. Work Quality

Quality, as defined by Wugu and Brotoharsojo (Brotoharsojo & Wungu, Jiwo, 2003) and quoted by Abdullah (Abdullah, 2014), refers to any form of measurement units related to the excellence or quality of work, expressed in numeric dimensions or equivalent values. According to Husna (Purnama, 2017). work quality is a process where an organization accurately, systematically, and correctly assesses job performance. This process aims to enhance work motivation and foster employee loyalty towards the organization. Ashari et al. (Ashari, Rahmat, & Jabbar, 2020) further emphasize that the essence of work quality lies in measurable results achieved through the efficient and effective performance of human resources or other resources in accomplishing organizational goals accurately and efficiently. Human resource quality brings several benefits to an organization, including:

Performance Improvement: Enhancing employee skills and capabilities leads to improved job performance. Compensation Adjustment: Aligning compensation packages with employee performance. Placement Decisions: Making informed decisions about job placements. Training Needs: Identifying the training requirements of employees to enhance their skills. Career Planning and Development: Supporting career planning and development opportunities. Equal Job Opportunities: Ensuring equal job opportunities for all employees.

Continuous development of human resources is essential to achieve genuinely high-quality work, where the work performed produces the desired outcomes. It's important to note that the concept of quality is relative and not always synonymous with being good or excellent. Work quality encompasses various factors that contribute to the measurement of achieved outcomes.

3. Work Quality Indicators

As per Hasibuan (Hasibuan, 2003), the indicators of work quality include: Self-Potential: Related to an individual's abilities and strengths, either undeveloped or not fully maximized. Optimal Work Results: Refers to the tangible outcomes that employees must achieve, such as productivity, organizational skills, work quality, and quantity. Work Processes: Represents the critical stages through which employees execute their tasks and roles.

Enthusiasm: Indicates the level of interest employees show in their work, expressed through attendance, task completion, work motivation, and commitment. From the various discussions above, it is evident that work quality encompasses all factors valued within the jobs of every salaried individual within an organization. This quality incorporates a range of criteria used to measure the obtained results.

4. Factors Influencing Work Quality

According to Dessler (Dessler, 2018), work quality can be assessed through factors related to employee capabilities, including:

Precise and Timely Task Completion: Employees' ability to complete tasks accurately and on time to achieve expected results. Attention to Goals and Departmental Needs: Addressing various responsibilities effectively while considering departmental service and work outcomes. Handling Responsibilities Effectively: Competently managing various responsibilities. Productive Time Utilization: Efficiently using working hours.

Cokroaminoto (Cokroaminoto, 2023), highlights that employee performance can be influenced by three main factors:

- a. Individual Factors: These include abilities, skills, work experience, and social status.
- b. Psychological Factors: Encompassing roles, attitudes, personalities, motivation, and job satisfaction.
- c. Organizational Factors: Covering organizational structure, job design, leadership, and reward systems.

The discussion above illustrates that there are numerous factors that can influence work quality. These factors can be internal (personal) or external (related to the work environment). Internal factors can be controlled or regulated by individuals themselves, while external factors are derived from the work environment, which can be obtained through training within the organization or interactions with colleagues and external factors.

5. Training

Training is a crucial element in human resource development, particularly in enhancing intellectual and personal capacities. To achieve this, it is imperative to attain maximum results in accordance with job analysis so that employees understand the training's objectives. According to Andrew E. Sikula, quoted by Sedarmayanti (Sedarmayanti, 2011), training is a short-term educational process using systematic and organized methods, where non-managerial employees continuously gain limited technical knowledge and skills. As stated by (Zainal, Ramly, Mutis, & Arafah, 2018), training is a systematic process of changing employee behavior to achieve organizational goals. It focuses on the qualifications and capabilities employees need to perform their current jobs. Gary Dessler, as mentioned by Sri Larasati (Sri, 2018), defines training as the process of teaching new or existing employees the basic skills they need to perform their jobs.

According to these experts, training is a process or activity aimed at acquiring skills related to the job through a systematic or expert-led series of processes. This is done to enhance the skills and knowledge of employees to effectively and efficiently achieve organizational goals. Training cannot solve all issues related to ineffective skills; however, effective training and development programs often minimize such problems.

METHODOLOGY

The author utilized an analytic descriptive method to provide clarity regarding the reality or phenomenon under investigation. This process begins with data collection and then presents the findings in the form of images or words, rather than numerical data. According to Meleong (Moleong, 2011), data analysis is an effort to organize and sift through data to create a coherent dataset that can be processed. Data analysis includes the following steps:

1. **Data Reduction:** Data reduction involves simplifying the data gathered during fieldwork. After collecting the relevant data, it needs to be condensed and streamlined.
2. **Data Presentation:** In this qualitative research, data presentation is achieved by collecting narrative text-based data. This requires simplifying and organizing the data for clarity.
3. **Conclusion or Verification:** The final stage in the data analysis process is drawing conclusions from the obtained data. Researchers express conclusions based on the data collected.

In summary, the research employs an analytic descriptive method, which involves data reduction, data presentation, and the formulation of conclusions or verification of findings to gain insight into the investigated reality.

RESULTS

The provided information outlines key aspects of CV. Cypher Food Indonesia's training and development program based on interviews and research conducted.

Table 2. Questions of Training in CV. Cypher Food

Indicator	No.	Question	Answer
Type of Training	1	What kind of training is most needed by aspiring and experienced employees in businesses today?	CV. Cypher Food Indonesia identified that training to improve skills in service and interaction with customers is really needed by employees at this level.
	2	How do we ensure that the type of training being provided is appropriate for the needs of the employee?	We ensure compliance by conducting regular training needs evaluations and gathering employee feedback on areas requiring improvement.
Objectives of Training	1	What is the primary goal of the current training?	The primary goal of instruction is to increase employee productivity so that they can provide the best

			possible assistance to learners while understanding and adhering to proper work ethics.
	2	How will you improve student performance in terms of their knowledge of work ethics and kinerja karyawan responsibilities?	The evaluation of employee performance after the course is completed, as well as surveys and focus groups to gauge their understanding of work ethics, will determine the course's success..
Participant Qualifications	1	What qualifications must employee meet in order to be eligible to participate in the course?	Eligible employees are those who have undergone basic training and are committed to improving the quality of their work..
	2	How can we ensure that trainees actually meet the specified qualifications?	Participants' qualifications will be checked periodically by the HRD team based on employee track records and performance.

Based on the interviews conducted to evaluate the training provided to waitresses and baristas at CV. Cypher Food Indonesia, we are both optimistic and encouraged by the findings we have gathered. This evaluation encompasses four main indicators: Reaction, Learning, Behavior, and Results.

First, in the Reaction indicator, it is apparent that the majority of the training participants expressed high satisfaction with the trainers' teaching style. They regarded the trainers as effective in delivering clear content, engaging with the participants, and creating a supportive learning environment. This indicates a positive training experience for them.

Second, in the Learning indicator, a substantial difference in the knowledge and skills of the participants before and after the training was observed. Initially, the trainees had limited understanding of their roles as waitresses and baristas, but after the training, a significant improvement in their comprehension of the menu, service techniques, and beverage preparation skills was evident. This reflects the training's effectiveness in enhancing their knowledge.

Third, in the Behavior indicator, colleagues of the participants reported positive changes in their behavior following the training. They noted improvements in communication with customers, responsibility, teamwork, and the ability to handle challenging situations. This indicates that the training not only impacts knowledge but also everyday behaviors of the participants.

Lastly, in the Results indicator, we received positive feedback from customers after the training. The quality of beverages served by the baristas improved, while the service provided by the waitresses became friendlier and more efficient. This is reflected in increased customer return rates and recommendations to friends, as well as a decrease in customer complaints.

DISCUSSION

Training Types and Alignment

The research highlights that the most needed training for entry-level and mid-level employees in the company is focused on improving their customer service skills and fostering a strong work ethic. This aligns with the company's commitment to meeting employee needs by designing training programs that directly address these areas. The focus on relevant training content is crucial for enhancing employee performance and service quality.

Training Objectives and Measurement

The primary goal of the training program is to enhance employee performance, especially for waitresses and baristas, enabling them to provide excellent customer service and adhere to work ethics effectively. The research also emphasizes the importance of measuring training success through performance evaluations post-training and surveys to gauge employees' understanding of work ethics. This approach ensures that the training program's objectives are met and that employees' skills and ethical understanding are improved.

Participant Qualifications and Monitoring

The study identifies qualified participants as those who have undergone basic training and are committed to improving their work quality. The Human Resources team conducts periodic monitoring to verify that participants meet these qualifications. This process ensures that participants are appropriately selected for the training, enhancing its effectiveness.

Trainer Qualifications and Evaluation

Trainers are required to possess relevant expertise in the service industry and the ability to effectively deliver training content. Additionally, they should have motivational skills to engage participants. Continuous evaluation of trainers' abilities is carried out through participant performance assessments and feedback. This approach ensures that trainers meet the necessary criteria for effective training delivery.

Training Content and Adaptation

The training content covers essential topics such as customer service, company procedures, and work ethics. The research highlights the importance of regularly updating training materials to reflect changes within the company and align them with the company's goal of improving work quality. This adaptability ensures that training remains relevant and beneficial.

Training Frequency and Impact Measurement

The training sessions are conducted periodically, typically every three months, allowing employees the opportunity to continually enhance their skills. The research points out that the impact of training frequency is measured through performance evaluations conducted before and after each training

session. This approach helps assess whether the training program positively affects employee performance over time.

Based on the interview results and information gathered in the context of the research on "Optimizing Work Quality for Waitresses and Baristas through Training Programs by CV. Cypher Food Indonesia," several key aspects related to the company's training and employee development program can be summarized.

It is evident that the most crucial type of training needed by entry-level and mid-level employees at CV. Cypher Food Indonesia is training aimed at enhancing customer service skills and fostering a strong understanding and application of work ethics. The company places significant emphasis on aligning the training content with the specific needs of its employees, making this a primary focus when designing their training programs.

The primary objective of the training program is to improve the performance of employees, particularly waitresses and baristas, enabling them to provide exceptional service to customers. Additionally, the program seeks to reinforce employees' understanding of the work ethics they should uphold in their daily tasks. The success of the training is measured through performance evaluations conducted before and after the training, as well as surveys to assess employees' comprehension of work ethics.

The training program targets qualified participants who are waitresses and baristas that have undergone basic training and are committed to enhancing the quality of their work. The Human Resources team conducts regular monitoring to ensure that participants meet the specified qualifications. Additionally, the trainers selected are required to possess relevant expertise in the service industry and the ability to effectively deliver the training content. Continuous evaluations are carried out to ensure that trainers meet these requirements.

This section provides insights into the types of training programs conducted by HRD at CV. Cypher Food Indonesia, the planning and execution processes, frequency, and methods used. The key findings indicate a structured approach to training with a variety of programs, careful planning, and a mix of training methods. The frequency of training sessions varied throughout the year.

Effectiveness of Training Programs

In this section, the effectiveness of the training programs is evaluated. The provided information highlights that the training has positively impacted the knowledge and skills of the employees, resulting in improvements in customer service and productivity. The impact is not only seen in the employees but also in the experience of the customers.

Challenges in Improving the Quality of Waitress and Barista Work

This section delves into the challenges faced by CV. Cypher Food Indonesia in enhancing the quality of work for waitresses and baristas. Challenges include issues related to delays in service and responsiveness. The methods employed to identify and address these challenges, including routine monitoring, employee feedback, and technology upgrades, are discussed.

Implications and Recommendations

The implications of the training program's results on human resource management and business operations are explored in this section. The positive impact on employee quality and customer experience is highlighted. Recommendations for further improvement and development of the HRD's training programs are provided, emphasizing continuous monitoring, additional training in communication and interpersonal skills, and fostering a culture of learning.

Relationship Between Training Program Implementation and Effectiveness

This section focuses on the correlation between how training programs are conducted and their effectiveness. The information underscores the importance of well-structured training implementation in facilitating effective knowledge transfer. Factors such as active employee participation and management support are identified as crucial for program success.

Job Evaluation

The last section provides a detailed overview of the job evaluation process, including job descriptions, key performance indicators (KPIs), and achievement percentages. This data helps in assessing employee performance at various stages of service, identifying areas of improvement, and ensuring the best customer service.

CONCLUSIONS AND RECOMMENDATIONS

This study has delved into the critical role of Human Resources Development (HRD) in elevating work quality among waitresses and baristas at CV. Cypher Food Indonesia through tailored training programs. The culinary industry, like many others, faces the challenges posed by evolving technology and changing consumer preferences. In this competitive landscape, maintaining high-quality customer service is paramount for sustaining success.

The research has highlighted the significance of HRD in enhancing the performance of employees, particularly those responsible for customer service. Through well-designed training programs, CV. Cypher Food Indonesia has demonstrated its commitment to improving the skills and work ethics of its workforce. Training content alignment, effective measurement of training objectives, qualified participant selection, and continuous trainer evaluation have all contributed to the success of these programs.

Moreover, this study has emphasized the importance of monitoring and addressing challenges that impact work quality, such as delays in service and order errors. By actively listening to customer complaints and implementing improvements, the company can enhance the overall customer experience.

Based on the findings of this research, several recommendations can be made to further enhance work quality and customer satisfaction at CV. Cypher Food Indonesia:

- a. Continuous Training: Maintain the practice of conducting regular training sessions, ensuring that employees have opportunities to continually enhance their skills and stay updated on industry trends.

- b. Communication Skills Training: Consider incorporating specific communication and interpersonal skills training to address challenges related to customer interactions, ensuring that waitresses and baristas excel in providing a pleasant dining experience.
- c. Feedback Mechanisms: Establish a robust feedback mechanism that encourages employees to share their experiences and suggestions for improvement. This feedback can be invaluable in addressing operational challenges promptly.
- d. Technology Integration: Explore opportunities to further integrate technology into the restaurant's operations, such as digital ordering systems and mobile payment options, to streamline processes and reduce service delays.
- e. Performance Recognition: Implement a performance recognition system that rewards employees for exceptional service and adherence to work ethics, further motivating them to excel.
- f. Customer Satisfaction Surveys: Regularly conduct customer satisfaction surveys to gain insights into their experiences and preferences. Use this data to make informed decisions about menu offerings and service improvements.
- g. Employee Empowerment: Empower employees by involving them in decision-making processes and soliciting their input on operational improvements.

FURTHER STUDY

This study has provided valuable insights into the role of HRD and training programs in enhancing work quality and customer satisfaction within the culinary industry. However, there are proposed for future research, Long-Term Impact: Investigate the long-term impact of training programs on employee performance and customer satisfaction to assess their sustainability.

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