FACTOR ANALYSIS OF WAITER & WAITRESS' WORK EFFICIENCY IN EL PATIO RESTAURANT, MELIA BALI HOTEL

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FACTOR ANALYSIS OF WAITER & WAITRESS' WORK EFFICIENCY IN EL PATIO RESTAURANT, MELIA BALI HOTEL

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Abstract

Purpose: This study is to determine factors that affect the work efficiency of waiters and waitresses at El Patio Restaurant in Melai Bali

Methodology: The data collection techniques that used in this research are observations, interviews, documentation studies and questionnaires. Respondent in this research are 46 respondents. The sample collection technique used was saturated sampling. The data technique analysis in this research is KMO and Bartlett's Test, Anti-image mactries, communalities, total variant explained, matrix component, rotated component matrix and component transformation matrix.

Findings: This research is resulted three factors consisting of the variables that have been studied. The first factor is individual competence, second is organization support and the third factor is reward.

Limitation: In order to adapt this research to the existing problems, this research is limited to the factors that affect the work efficiency of waiters and waitresses at El Patio Restaurant.

Contribution: The management in Melia Bali will further improve the work efficiency factors.

Key Notes: Work efficiency, Food & Beverage Service Department, Factor Analysis.

1. Introduction

Work efficiency is an effort so that work can run smoothly which is based on the best comparison between the work done and the results achieved by the work as targeted, both in terms of quality and results which include optimal use of time and maximum quality of work methods (Sedarmayanti, 2011: 116). Efforts to increase work efficiency must be in accordance with the ability of the organization in selecting human resources, funds owned and work facilities provided. This is reinforced by the opinion expressed by Syamsi in Suardi (2014: 1187) which states that the implementation of efficiency must be adjusted to the capabilities of the organization concerned, this means that its application is adjusted to the ability of employees.

According to research conducted by Hamsinah (2018: 28) an organization can achieve its goals if it has qualified employees, therefore employees are the basis of all production activities that

must be improved and developed, especially in terms of efficiency. Employees who are able to develop and improve work efficiency cannot be separated from the influencing factors. According to research conducted by Syaifuddin (2016: 50) there are 3 dominant factors that affect employee work efficiency; workspace conditions, employee welfare, and employee physical abilities. Based on this, the company is inseparable from the support of qualified human resources to do work efficiently.

Human resource is an important factor in an organization. Human resource management must be managed properly to increase the role of the workforce so that it is effective and efficient in helping the realization of the goals of the company, employees and society (Hasibuan, 2012: 10). Good and quality human resources are needed by various industries, especially industries engaged in services such as hotels. According to Sulastiyono (2011: 15), a hotel is a company managed by providing food, beverage and room services to people who travel.

According to Arief in Sahariah (2018: 15), the Food & Beverage Department is one of the departments in the hotel that is tasked with processing, producing and serving food and beverages to hotel guests both in rooms, restaurants, cafes and so on. The Food & Beverage Department is also an important part of supporting operational activities as well as a source of revenue for hotels other than rooms. According to Wiyasha in Utthavi and Sumerta (2017: 157), food and beverage sales contribute 30-40% of total hotel revenue. Food & Beverage consists of 2 parts that are related to each other; Food & Beverage Service and Product. The main task of Food & Beverage Service is to prepare and serve food and drinks (Mertayasa, 2012: 2). The Melia Bali Hotel has several restaurants with various themes and various menu variations.

Melia Bali has 5 (five) restaurants that support operational activities; El Patio Restaurant, Lotus Restaurant, Sakura Restaurant, Sateria Restaurant and Sorrento Restaurant. Of the five restaurants, El Patio Restaurant is the largest restaurant with 378 seating capacity, which are spread inside and outside venue. Having such a large capacity and operating load, this restaurant has 48 waiter and waitress staff. During 24 hours of operation El Patio Restaurant has problems or obstacles that hinder operations, this can be seen based on guest comments and interviews at El Patio Restaurant.

It states that, in the restaurant there are not always napkins at the tables, guests have to wait in front of the restaurant for about 15 to 20 minutes to get a seat at breakfast time, the coffee offered is ordinary black coffee and if guests want to order other types of coffee they will waited for 15 minutes. In addition, the food served at the buffet breakfast is cold even though guests arrive early. Waiters and waitresses do not understand what guests are ordering and do not remember what is in the menu. The guest comment shows that waiters and waitress at El Patio Restaurant are considered to have problems with work efficiency.

Based on the results of interviews with waiters and waitresses who work at El Patio Restaurant, it is stated that the sitting capacity of the restaurant is still not enough for guests who come at breakfast. The number of guests who come at breakfast when occupancy is 80% and above is 900 people to 1000 people who come. If guests come simultaneously, there will be a shortage of space and guests have to wait. Another problem faced by waiters and waitresses is the

number of person in charge. Each section has 3 people in charge of the number of tables in each section. The management has also tried to overcome the shortage of employees by allocating waiters and waitresses from other outlets to help out at El Patio Restaurant. This still cannot help in working efficiency at El Patio because the waiters and waitresses from other outlets have to adapt first. Lack of work efficiency and speed of work of waiters and waitresses in serving food causes guests to wait for more than 15 minutes, while El Patio Restaurant has a work procedure that allows guests to wait for a maximum of 15 minutes of food.

2. Literature Review

2.1 Work Efficiency

According to Sedarmayanti in Syaifudin (2016: 51), work efficiency is the best comparison between the results obtained and the activities carried out. Working efficiently is working with as little movement, effort, time and fatigue as possible. According to Gie in Rendi (2015: 16) states that work efficiency is the best ratio between a job and the results achieved by that work. When a work is analyzed, it can be distinguished in 2 aspects, namely its essence and its structure. The point is the series of activities itself, whereas what is meant by the arrangement is the methods used to achieve the series of activities.

Work efficiency has factors that affect an employee at work. The following are factors that affect work efficiency:

1) Work ability is an individual capacity to do various tasks Ramadhan and Darmawan (2018: 127).

2) According to Ranupandojo in Pamungkas et al. (2017: 98) education is an activity carried out to increase general knowledge of employees including increasing the mastery of theory and skills to solve problems to achieve goals.

3) Rulianto and Nurtjahjani in (Teguh et al, 2017: 3) argue that training is an activity of a company that intends to improve and develop the skills, talents and abilities of employees according to the wishes of the company concerned.

4) According to Handoko in Pamungkas et al. (2017: 98) work experience is the mastery of employee knowledge and skills as measured by the length of service, level of knowledge and skills possessed by employees.

5) Work discipline according to Hasibuan in Lasnoto (2017: 262), namely obeying and obeying the applicable regulations, both written and unwritten and being able to carry out them and not avoiding receiving sanctions if an employee violates the assigned duties and authority.

6) Working hours according to Nurfiana (2018: 22) is the time to do work that can be carried out during the day and / or at night.

7) Organizing according to Simanjuntak in (Syaifuddin, 2016: 52) is intended to provide clarity for each work unit to have and understand clear job descriptions and tasks so that it is easy to understand.

8) Provision of work facilities according to Simanjuntak in Syaifuddin (2016: 52) affects a person's time savings in doing his job.

9) Safe, comfortable and supportive working conditions will make employees excited and passionate about work so that this can have a positive effect on Simanjuntak employee

performance in Syaifuddin (2016: 52).

10) Huselid in Prabu and Wijayanti (2016: 107) awards are based on the principle of justice in giving, appreciation for work performance, work discipline and having quality in work will improve performance in employees.

11) According to Hasibuan in (2011: 170) leadership is a way of a leader who influences the behavior of subordinates in order to be able to work together effectively and efficiently to achieve organizational goals.

2.2 *Food & Beverage Department*

Pendit in Syabina (2017: 26) states that the definition of a food and beverage department is a part of the hotel that manages and is responsible for the needs of food and beverage services and other related needs of guests who live or do not stay at the hotel and managed commercially and professionally. According to Rachman Arief, Abd in Sahariah (2005: 15) that the Food & Baverage Department is the division in charge of processing, producing and serving food and beverages for the needs of hotel guests, both in rooms, restaurants, coffee shops, banquets, employee food and etc.

According to Pendit in Virgian (2018) in carrying out its duties the food and beverage department is divided into two, namely food and beverage product and food and beverage service. food and beverage is the totality of food and beverages and a set of other attributes, including taste, color, aroma of food, price, etc. Soekresno in Virgiana (2018). Mertayasa (2012: 3) states that one of the functions of the Food and Beverage Service is to serve food and drinks that can be done in restaurants, bars, guest rooms, and outside the hotel (catering).

3. Research Methodology

This research uses descriptive quantitative analysis using factor analysis techniques. The population in this study were employees of the El Patio Restaurant in Melia Bali, amounting to 48 people. The sampling technique in this study used a saturated sampling technique. Data collection methods used in this study were observation, questionnaires, interviews and documentation studies. The analysis techniques used are KMO and Bartlett's Test, Anti-image matrixes, communalities, total variant explained, component matrix, rotated component matrix and component transformation matrix.

4. Results

Based on the age characteristics, the respondents were dominated by the age range of 21 to 30 years, amounting to 36 people (75%), followed by 9 people aged 31 to 40 years old (18.8%), respondents aged 41 to 50. 2 people (4.2%), 1 person (2%) of respondents with an age range of less than 20 years, and no respondents with an age range of more than 50 years. In terms of gender characteristics, the number of male respondents is greater than the number of female respondents. The number of male respondents was 26 people (54.2%), while 22 respondents (45.8%) were female. In the educational characteristics, it appears that the number of respondents is dominated by diplomas as many as 29 people (60.4%), then SMA / SMK level as many as 10 people (20.8%), then Bachelor degree as many as 9 people (18.8%). From the length of service, it appears that the number of respondents is dominated by 1 to 5 years as many as 33 people (68.8%), followed by a working period less than 1 year as many as 11 people (22.9%) and more than 5 years of work as many as 4 people (8.3%).

Based on the respondent's answer regarding the factors that affect the work efficiency of waiters and waitresses at El Patio Restaurant at the Melia Bali, the highest average for the statement of work efficiency factors, namely 4.69 is found in the 1st statement, namely "The ability to work can affect the success of employees in carrying out a job ". The lowest average was in the 8th statement, namely "Complete work facilities to support smooth operations", which was only 3.79. The average value of the overall work efficiency variable is 4.42 which means that the factors that affect the work efficiency of waiters and waitresses at El Patio Restaurant at Melia Bali are in the interval 4.20 - 5.00 in the Very good category.

The results of the KMO and Barlett's Test output show that the Kaiser-Meyer-Olkin Meausre of Sampling Adequacy number is 0.806 above 0.5. Bartlett's Test which produces a significance value of 0.000 <0.05 (α = 5%), then the variables and samples are eligible for further analysis at the 5% significance level andsuitable for analysis by factor analysis. The result of the MSA value output means that the eleven factors that affect the work efficiency of waiters and waitresses can be further processed because the average MSA value is above 0.5. Anti Image number, shows the value of a positive correlation between one variable and another. The result of the output value of the communality of the 11 variables is greater than 0.5, this indicates that the factors formed can explain at least 50% of the diversity of the original variable data, namely the factors that affect the work efficiency of waiters and waitresses.

The result of the total variance is explained from 11 indicators which are analyzed with only three components (factors). The variance that can be explained by component (factor) 1 is 4,805 / 11 x 100% = 43,679%, while component (factor) 2 is 1,388 / 11 x 100% = 12,617% and component (factor) 3 is 1. 250/11 x 100% = 11,367%. The total of the three factors will be able to explain the indicators of 43,679%, + 12,617% + 11,367%, or 67,663% of the 11 indicators, while 32,337% cannot be explained in this study.

The result of the component matrix is that factor one consists of 7 variables, factor two consists of 2 variables and factor three consists of 2 variables. The results of the analysis after a rotated component matrix are performed, namely factor one consists of 6 variables, factor two consists of 3 variables and factor three consists of 2 variables. Analysis of component transformation matrix can be explained that factor 1 is 0.831, factor 2 is 0.705 and factor 3 is 0.827.

The final results of this study resulted in three factors consisting of the variables that have been studied. Factor 1 is worth 0.831 with a variance value of 34.054%. The factor 2 is worth 0.705 with a variety value of 18,115%. Factor 3 is 0.827 with a variance value of 15,493.This proves that the three factors formed are correct, because they have a high correlation, thus, factor 1, factor 2 and factor 3 can be said to accurately summarize the 11 variables.

5. Discussion

Based on the results of research related to the dominant age of waiters and waitresses who work at El Patio Restaurant, that is, the age range of 21 to 30 years is 36 people. In general, older workers have weak and limited physical energy, on the other hand, young workers have strong physical abilities (Amron in Herawati, 2013: 31). Simanjuntak in Kumbadewi et al. (2016) states that if the age of workers is approaching old age, the level of work efficiency will decrease due to the limitations of physical and health factors that affect these workers.

Based on the results of research related to gender, according to Sugihartono et al. (2013: 35) argues that gender refers to the biological differences between men and women. The characteristics of men tend to be ambitious, aggressive, competitive and have a strong personality at work, while women are cheerful, feminine, full of feelings, sympathetic and warm. Universally, the level of work efficiency of men is higher than that of women. This is influenced by factors possessed by women such as being physically less strong, in working tend to use feelings or biological factors (Amron, in Mahendra 2014: 45).

Based on the results of research related to characteristics based on the latest education, it can be concluded that most of the waiters and waitresses who work at El Patio Restaurant take diploma education. According to Kurniawan in Herawati (2013: 29) generally people who have higher formal and informal education will have broader insights. The high awareness of the importance of work efficiency will encourage the workforce to do the work as much as possible.

Based on the results of the characteristic research based on tenure, people who work 1-5 years dominate. According to Oktaviani in Septiana (2015) seniority or tenure is the length of time an employee contributes his energy to a certain company through the extent to which the staff can achieve satisfactory results in working efficiently depending on the abilities, skills and skills of the employees.

Based on the results of research related to the factors that affect the work efficiency of waiters and waitresses at the El Patio Restaurant at the Melia Bali, the average value of the overall work efficiency variable is 4.42 which means that it is in the interval 4.20 - 5.00 in the Very category. good. According to Husein Umar (2011: 130) the assessment criteria are arranged based on the length of the class interval which can be described as follows, Interval 1.00 - 1.80 = Very bad category, Interval 1.81 - 2.60 = Category is not good, Interval 2.61 - 3.40 = Fairly good category, Interval 3.41 - 4.20 = Good category, Interval 4.21 - 5.00 = Very good category.

Based on the results of research related to KMO values ≥ 0.5 by using a 5% significance in the Bartlett's Test, the analysis will be continued (Bilson, in Wiratmanti, 2014: 26). If the MSA number of a variable is below 0.5, the variable must be excluded and the variable selection is also repeated (Santoso, 2012: 13). Communalities are basically the amount of variance (usually in percentage) of an initial variable that can be explained by existing factors. The requirements for the value of the communalities themselves are greater than 0.5 (Santoso, 2011: 82). All variables are explained by the factors that are formed with the provision that the greater the communalities, the closer the relationship between the variables is to the formed factors.

Based on the results of research related to Total Variance Explained describes the number of factors formed. The formation of the factors that are formed must be seen from the eigenvalues that must be above 1 (Santoso, 2012: 14). If it is below one 1 then no factors have been formed. Determination of the variables that enter each factor is done by comparing the magnitude of the correlation on each line.

Based on the results of research related to the component matrix by looking at the magnitude of the correlation between each variable with factor 1, factor 2 and factor 3. The greater the loading factor value, the more significant the variable can be included in one of the factors, and vice versa (Suliyanto, in Nugraha, 2018: 19). The variable determination of each factor is done by comparing the correlation magnitudes for each row. The largest number shows the strongest correlation. Based on the results of research related to rotated component matrix

variables which have a factor loading ≤ 0.5 are considered to have a weak contribution to the factors formed so that they must be reduced from the factors they form (Suliyanto, in Nugraha, 2018: 19).

Based on the results of research related to component transformation matrix, the numbers shown in the diagonal line must be greater than 0.5 in order to have a strong correlation (Suliyanti, in Nugraha, 2018: 19). This proves that the three factors formed are correct, because they have a high correlation, thus, factor 1, factor 2 and factor 3 can be said to accurately summarize the 11 variables.

The variables forming the first factor or individual competency factors are education, training, employee work experience, work discipline, working hours and working conditions with a variable value of 34,054%. According to Syaifuddin (2016: 52) individual competence is the ability and skills to do work so that they can work efficiently. Waiters and waitresses who have high individual abilities can make a significant contribution to achieving organizational goals. According to Simanjuntak in Syaifuddin (2016: 52) the competence of each person is influenced by several factors, namely ability, education and training, work experience, discipline in work, motivation and work ethic. in detail, there are five competency dimensions that all individuals must possess, task skills, task management skills, contingency management skills, job role environment skill transfer skill. In individual competency factors, competencies that include working hours and working conditions are task management skills and job role environment skills. The existence of individual competencies will be able to help each worker in carrying out work efficiency in his company, so that the goals of the company can be achieved.

The variables forming the organizational support factors are formed from work organization, work facilities and leadership with a variety value of 18,115%. The high efficiency of employees also depends on organizational support in the form of organizing, providing work facilities and infrastructure, leadership and working conditions (Syaifuddin, 2016: 52). Organizational support can be in the form of paying attention to employee welfare, listening to employee opinions or complaints and paying attention to employee work, with waiter and waitress organizational support for enthusiasm in doing work. If waiters and waitresses have enthusiasm for work, the work will be done efficiently. According to Rhoades et al (in Mujiasih, 2015: 44) organizational support is the belief of an employee that the organization where he works appreciates his contribution and cares about his welfare. The existence of organizational support will be able to improve the work efficiency of waiters and waitresses, because good facilities, organization and leadership provide enthusiasm and a sense of comfort in doing work.

The forming variables of reward factors are work ability and reward variables with a value of 15,493%. Waiters and waitresses can receive rewards because they have the ability to work so as to achieve company goals. According to Sajuyigbe et al. (2013) which states that rewards have a positive effect on employee work abilities, which means that by giving rewards, employees will be more motivated to improve their abilities and make performance effective and efficient.

6. Conclusion

Based on the results of factor testing, it can be concluded that the work efficiency of waiters and waitresses at the El Patio Restaurant at the Melia Bali forms three factors, namely

individual competence, organizational support and reward. These three factors have a value of more than 0.5, this means that these three factors have a strong correlation. The first factor is individual competence, the second factor is organizational support and the third factor is reward.

Suggestions that can be given to the management of Melia Bali based on the results of questionnaires that have been distributed, on factor 1 the lowest variable affecting the work efficiency of waiters and waitresses at El Patio Restaurant in Melia Bali is working conditions. Increase security and supervision by superiors so that every waiter and waitress feel safe and comfortable without feeling disturbed and worried about using equipment at work. Maintaining a friendly relationship between waiters and waitresses as well as superiors, so that the work done can be on target or can exceed the targets set by the hotel.

Work facilities are the lowest variable in factor 2. Lack of facilities at work will make waiters and waitresses unable to work optimally, therefore management must increase the number of facilities that can support operational activities. Routinely do inventory of tools and materials used to carry out operational activities. In addition, the management needs to pay attention to the number of guests who come and the number of tables available, if the number of guests who come exceeds the existing tables, it is necessary to enlarge the restaurant in its long-term plans.

Employee workability is the lowest variable in factor 3. Management has a role in maximizing employee capabilities. This can be done by conducting trainings for waiters and waitresses, especially at the El Patio Restaurant. Waiters and waitresses can also learn by asking for guidance from more experienced seniors, this will be useful for new waiters and waitresses.

Limitation and study forward

This study only examines 11 factors of efficiency; that the next researchers will examine more than 11 factors.

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