

## Study on Performance of the Food and Beverage (F&B) Service Employee

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### Abstract

A favourable service quality depends on the individual employee performance. The better the employee performance, the more favourable the service quality. This study underlined the Food and Beverage (F&B) service employee performance of CC Club and the factors influence it which cover job stress, leadership style and training. A regression and significance tests are used to see relationship of employee performance to job stress, leadership style and training. The study discovered that the performance of F&B service employee of CC Club is 84.4% affected by job stress, leadership style and training. These variables have statistically significant effect partially and simultaneously on the performance. The change in one or more variables will reflect on the overall performance of the employees.

**Keywords:** employee performance, Food and Beverage, job stress, leadership style, training

### INTRODUCTION

In today's competitive market, a company should not only gain profit but also survive any obstacles. The success or failure of a company, particularly in service sector such as hospitality, depends on the individual employee performance because they represent the image and reputation of a company as a whole. Certain behaviour and attitude of employees would be either favourable or unfavourable to the company.

It is crucial for every company to provide a good service to its customers. The level of service depends necessarily on the performance of individual employees. In order to increase or maintain the service offered by the company, the current level of service needs to be evaluated through the study of employee performance. The study will be beneficial for the management to increase the performance of employees in order to produce good service which necessarily impacts company's image on positive way.

Managers need to understand that employees are the assets of a company and that unfavourable performance will bring negative effect to a company. The performance of employees is often related to how employees are treated in a workplace. Employees will perform better if they are treated equitably and vice versa (Njambi, 2014). It is therefore crucial for companies to create a comfortable work place and furthermore to satisfy its employees.

Satisfied employees can create satisfied customers. As Ghimire (2012) concluded, satisfaction is often linked to the service received by the customers. The customers satisfaction is important for the success of a company. Company can ask their customers' values, advice and feedback that are important for the development or improvement of the company especially when it comes to the service.

The study of employee performance is believed to be important in discovering the current level of service due to the fact that the service provided to the customers depends on the individual employee performance. When the current level of employee performance is indicated, the current level of service can be improved or maintained. This then will result in a better service which can positively influence the satisfaction of the customers. Heskett et al (2008) outlined that a favourable employee performance can lead to a customer satisfaction and loyalty and a higher revenue for the company.

This study specifically focused on the Food and Beverage (F&B) department in CC Club. The Club is an international private member club consisting of expats living in Bali and frequent visitors from major centers in Indonesia and the Asia Pacific region. The club has been trying to improve and maintain the service in order to satisfy the customers especially the members. The members are given the opportunity to express their opinion or feedback through the use of a Guest Comment Card.

Feedbacks from the members show that the service provided to customers especially members indicate the level of satisfaction. However, the current service level is only 'average.' Referring to Abd-El-Salam, Shawky, and El-Nahas (2013) who found that customer satisfaction was related positively to overall service quality as well as to company images and reputation, it is thus important to conduct a study on employee performance to find out why the current level of service is on 'average' only and to find ways for increasing the customers satisfaction level.

There are many variables influencing employee performance, such as job stress, working environment, motivation, organisational culture, leadership style, rewards, communication, and training (Ali et al, 2013; Muda, Rafiki & Harahap, 2014; Nassazi, 2013). The study focused only on few factors that were considerably more obvious in influencing the performance of F&B service employees of the CC Cub. Based on the work experience in the Club and the employees' comments, the factors are job stress, leadership style and training. Therefore, the study specifically aims at understanding the influence of job stress, leadership style, and training on employees performance that is formulated as below:

1. To what extent does job stress affect the performance of the F&B service employee?
2. To what extent does managers' leadership style affect the performance of the F&B service employee?
3. To what extent does training affect the performance of the F&B service employee?

## **LITERATURE REVIEW**

### ***Employee Performance***

Employee performance is "the timely, effective and efficient completion of mutually agreed tasks by the employees, as set out by the employer" (Tinofirei, 2012). It refers to the behaviour of the employees rather than the outcome of their work (Ahmad & Shahzad, 2011). Many studies found variables influencing employee performance (see for example Ali et al,

2013; Muda, Rafiki & Harahap, 2014; Nassazi, 2013). Among others, the study focuses on job stress, leadership style, and training.

### ***Job Stress***

Job Stress is defined as “the harmful physical and emotional responses that occur when job requirements do not match the worker’s capabilities, resources and needs” (Park, 2007). According to the study conducted by Muda et al (2014) job stress decreases the rate of job performance and increases the rate of absence and job displacement. In addition, high level of stress results in low productivity and causes human to move away from their normal function (Paputungan, 2013).

Many aspects can cause job stress. They are environment, organisational and individual factors (Muda et al, 2014), excessive work pressure, dangerous working environment, insufficient resources, conflicting demands, lack of professional respect, lack of promotion chances, insufficient pay and benefit, domestic problems and marital problem (Jehangir et al, 2011). Hellriegel & Slocum (2004) identified that work load, job condition, role conflict and ambiguity, career development and conflicting demand as the sources of job stress.

Safaria et al (2011) identified a model of organisational stress that consists of four level such as individual level, group level, organisation level and non-work level. The study of Bickford (2005) provided a list of the harmful physical and emotional responses caused by aspects influencing job stress (see table 1). The list will be used throughout this study.

Table 1. Symptoms of Job Stress

<b>Physical</b>	<b>Emotional/psychosocial</b>
<ul style="list-style-type: none"> <li>• Headaches</li> <li>• Grinding teeth</li> <li>• Clenched jaws</li> <li>• Chest pain</li> <li>• Shortness of breath</li> <li>• Pounding heart</li> <li>• High blood pressure</li> <li>• Muscle aches</li> <li>• Indigestion</li> <li>• Constipation or diarrhea</li> <li>• Increased perspiration</li> <li>• Fatigue</li> <li>• Insomnia</li> <li>• Frequent illness</li> </ul>	<ul style="list-style-type: none"> <li>• Anxiety</li> <li>• Irritability</li> <li>• Sadness</li> <li>• Defensiveness</li> <li>• Anger</li> <li>• Mood swings</li> <li>• Hypersensitivity</li> <li>• Apathy</li> <li>• Depression</li> <li>• Slowed thinking or racing thoughts</li> <li>• Feelings of helplessness, hopelessness or of being trapped</li> </ul>

Source: (Bickford, 2005) from Canadian Mental Association - Newfoundland and Labrador Division.

***Leadership style***

Leadership style is believed to influence employee performance. Ali et al (2013) underlined that there is a positive relationship between leadership behaviour and employee performance. Thus, the success of a company relies on the ability of the leader in not only using the resources but also how to motivate its people to perform in a way that is favourable for the company and its people (Ali et al, 2013).

There are three styles of leadership that have different impacts on the performance of employees. They are authoritarian or autocratic, participative or democratic, and delegative (Clark, 2015). Autocratic leader tells his or her employee what to do and how to do it without considering their advice. It is often generally characterised with a “centralised decision making power and the reluctance to share position, power and authority with others” (Akor, 2014). Autocratic style showed less positive affect on the performance of employee since employees feel obligated to work (Iqbal, 2015) and usually experience frustration and anger (Schwartz, 1987 in Bhatti et al, 2012).

Democratic leader or participative leader involves his or her employees in decision making but still decide the final decision (Al-Ababneh & Lockwood, n.d.). This way helps employees to develop their people skills (Bhatti et al, 2012). Democratic leadership style shows only certain extent of power in influencing the performance of employee (Iqbal, 2015). The style is only effective for employees who are more knowledgeable and experienced (Al-Ababneh & Lockwood, n.d.). They also underlined that democratic leadership leads to a higher level of job satisfaction.

Delegative leader allows the employees to make and finalise decision (Clark, 2015). According to Koech and Namusonge (2012), delegative leadership style should be discarded because leaders should involve more in guiding their subordinates and it does not significantly correlate with the performance. It is rather associated with dissatisfaction, unproductiveness and ineffectiveness (Deluga, 1992 in Koech & Namusonge, 2012). Chaudhry & Javed (2012) added that delegative style does not boost the motivation level of employees. However, Iqbal N (2015) argued that delegative leadership style has a positive effect on employee performance because employees have power and confidence in performing their job.

### ***Training***

Training is the activity that is planned and results in enhanced level of skill, knowledge and competency that are needed to perform work (Gordon, 1992 in Nassazi, 2013). There are several methods of training such as job rotation, coaching and mentoring, orientation and role playing (Nassazi, 2013). The approach is different but they all beneficial to the success of a company.

Job rotation is the activity of moving employees from one department or position to another in order to familiarise them to with tasks, to acquire more skills, talents and knowledge (Oparanma & Nwaeke, 2015). According to Nwachukwu (1988) in Oparanma &

Nwaeke (2015) job rotation is the best training method that will improve employee performance.

Coaching is the practice given by one individual to support to other individuals in order to achieve goals (Bloom, 2005). There are two forms of coaching namely directive where the 'coach' provides feedback and advice; and non-directive where the 'coach' listens, asks questions, explores and allows the person coached to discover necessary actions toward particular issues (Fielden, 2005). Coaching can be done through various areas such as motivating employees, teambuilding activity, delegating and problem solving (Fielden, 2005). Coaching method is also believed to positively affect the performance of employees as it empowers the development of employees in achieving both personal and organisational goals (Hameed & Waheed, 2011).

Similar to coaching, mentoring is also provided to increase the performance of employees. Coaching is provided on a more structured nature and for a set period of time while mentoring is an informal meeting set for longer period of time (Fielden, 2005). Mentoring focusses on career and personal development, whereas coaching is generally focus on development or issues at the workplace (Brefi Group, 2015). According to Mundia & Iravo, (2014) mentoring enhances employee performance through knowledge transfer, career development guidance and skills enhancement.

Orientation is a planned introduction of new employees conducted to introduce them to their job responsibilities, their coworkers and culture of the organisation (Akdere & Schmidt, n.d.). They also mentioned that employee orientations benefit the employers from having well-trained employees and that it positively affects the satisfaction and motivation of employees.

Role play is often referred to as a way of learning to anticipate future result. It involves with a 'what-if' scenario designed to empower employees to practice the skill gap

for desired result and familiarising them to a real work setting (Munyai, 2011). He also mentioned that role-play is believed to be an effective tool to transfer knowledge and skills. According to Turner (1996) in Munyai (2011) role-play provides participation, involvement and opportunity for action learning.

Training is important since it does not only increase job knowledge and enhance skills of employees but also brings positive attitude of employees (Tahir et al, 2014), increased productivity, knowledge, loyalty and contribution (Said et al, 2016). Employees who receive frequent training perform less mistakes and get more job done (Said et al , 2016). The study of Sultana et al (2012) in Said et al (2016) concluded that there is a positive connection between training and employee performance.

**Conceptual Model**

The study is intended to know the influence of job stress, leadership style, and training to employee performance with the expectation that it can be used to increase or maintain the current level of service in the CC Club. This is elaborated into a model below.

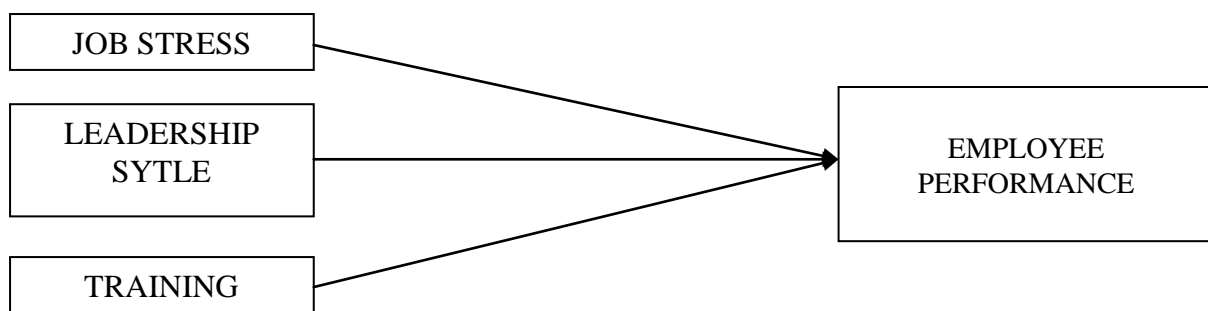


Figure 1. Conceptual Model of the Research

**METHODS**

**Sampling**

This study focuses only on the F&B service employees in the CC Club covering waitress, cashier and bartenders. There were in total 35 F&B service employees (excluding



daily workers and trainees). Knowing that the number of population is considered very small, therefore it is reasonable to include every member of the population as a sample, hence census sample.

### ***Data Collection Method***

Questionnaires were used to collect the data. It was believed that questionnaires are effective and convenient because it benefited the respondents who could respond instantly to the questions and the respondents' operational working flow or the operational as a whole was not interrupted as they could answer the questions during their break times.

Several questions covering job stress, leadership style, training, and employee performance were presented using a 5-Likert scale answer options. The respondents were to answer the questions by rating it with scale one that indicates 'totally disagree' to scale five that indicates 'totally agree'. There were in total 60 questions written in Bahasa Indonesia.

The questionnaires were distributed during the morning briefing by the researcher to all F&B employees. The researcher waited for approximately a week to collect the questionnaires. A regular gentle reminder through the outlet manager(s) was conducted to ensure high response rate. Of 35 employees, there were 30 completed questionnaires returned. The rest had to be excluded due to incomplete responses. This made a response rate of 86% which is considered as high.

### ***Data Analysis Method***

This study used a multiple linear regression (Statgraphics, n.d.) expressed in a formula of  $EP = a + bJS + cLS + dT$ ; where  $a$  is the 'constant' and  $b, c, d$  are the 'coeffisition regression'. This expression tests the relationship between the independent variables (Job Stress (JS), Leadership Style (LS) and Training (T)) and the dependant variable (Employee

Performance EP) as well as predicts the contribution of each variables to the outcome (Stenden University, 2012).

## RESULTS AND DISCUSSION

### *Profile of Respondents*

More respondents were male (60%) and aged of 20-25 years old (53%). Table 2 presents the detailed profile of the respondents.

Table 2. Profile of the Respondents

		Frequency	Percentage
Gender	Male	18	60%
	Female	12	40%
Age (years old)	15 – 20	4	13%
	20 – 25	16	53%
	25 – 30	3	10%
	30 – 35	5	17%
	35 – 40	2	7%
	Above 40	0	0%

### *Response of Respondents*

Table 3 highlighted the responses of the employees regarding to job stress. Most of the employees responded neither agree nor disagree (mean score: 3) to most indicators of job stress. However, most of the employees agreed that their workplace is too hot (mean score: 4) and that it affects how they perform physically (increased perspiration) rather than emotionally (mood swing). In line with this, most of the employees disagreed (mean score: 2) that the working environment was cold and that it did not affect their emotional and physical health. Additionally, most of them disagreed that they have insufficient resources and disagree that they are not respected by manager and colleague (mean score: 2). They also disagreed (mean score:2) that working overtime affects their physical health (shortness of breathe).

Table 3. Job Stress

	What employees feel	Emotional affect	Physical affect
Work Pressure	3	3	3
Insufficient Resources	2	3	2
Professional Respect	2	3	3
Promotion Chances	3	3	3
Insufficient Pay & Benefit	3	3	3
Cold Working Environment	2	2	2
Hot Working Environment	4	3	4
Noisy Working Environment	3	3	3
Bright Working Environment	3	3	3
Dimmed Working Environment	3	3	3
Role Conflict	3	3	3
Work Overtime	3	3	2
Work Schedule	3	3	3

Employees were asked to rate their managers’ leadership style based on the provided characteristics of each style (autocratic, democratic and delegative). They agreed (mean score: 4) that their managers employ characteristics of autocratic leaders in which decision making is centralized (see table 4). They agreed that they are able to perform better when they were told what to do and how to do it (mean score: 4) but responded “neutral” (mean score: 3) when they were asked whether they can perform better when there is a centralised decision making process.

Table 4. Leadership Style

Charateristics	Mean score
Autocratic Leadership Style	
Manager tells what to do about the job and how to do it	4
Employees are able to perform better when manager tells what to do and how to do	4
Manager make decision without considering employees advice and opinion (centralised decision making)	4
Employees are able to perform better with the centralised decision making process	3
Democratic Leadership Style	
Manager asks advice and opinion of the employees before make decision	3
Employees are able to perform better when manager asks advice and opinions of the employees before make decision	4
Manager trusts the employees that they can do their job	4
Employees are able to perform better when managers trust employees that they can do their job	4

Delegative Leadership Style	
Manager is not around all the time	4
Employees are able to perform better when manager is not around all the time	4
Manager does not involve too much in the operation	3
Employees are able to perform better when manager does not involve too much in the operation	3

Democratic leaders are the ones who would involve his or her employees in a decision making and trust his or her employees that they can do their job. The average score showed that employees responded neither agree nor disagree (mean score: 3) that they are involved in a decision making. Though, most of the employees agreed that they are trusted by their managers that they can do their job (mean score: 4). Those characteristics of democratic leaders lead to the ability of the employee to perform better; hence mean score: 4.

Delegative leaders are the ones who fully trust the employees, have power and confidence on the employees. Employees agreed (mean score: 4) that their manager is not around all the time and that way they can perform better. Additionally, employees responded neither agree nor disagree (mean score: 3) on the statement that their manager does not involve in the operation. In relation to this, it is not clear to say whether or not the employees can perform better.

In term of training (table 5), the employees agreed that rotation, performance appraisal, and orientation respectively enhances their work skills, knowledge about the job and competency (mean score: 4 for each training method).

Table 5. Training

	Training Activities/Methods		
	Rotation	Performance Appraisal	Orientation
Enhance skills	4	4	4
Enhance knowledge	4	4	4
Enhance competency	4	4	4

Employees were asked if job stress affects them in completing task on time, effectively and efficiently and they responded it as “neutral” (mean score: 3). However, the employees agreed that all training methods (rotation, performance appraisal and orientation) are able to help them in completing tasks on time, effectively and efficiently.

Table 6. Employee Performance

	Employees able to complete task on time	Employees able to complete task effectively	Employees able to complete task efficiently
Job Stress	3	3	3
Leadership Style - Autocratic			
Tell what & how to do	4	4	4
Centralised decision making	3	3	3
Leadership Style - Democratic			
Ask Advice and opinion	4	4	4
Trust employee can do their job	4	4	4
Leadership Style - Delegative			
Manager is not around	3	3	3
Manager does not involve in the operation	4	4	3
Training			
Rotation	4	4	4
Performance Appraisal	4	4	4
Orientation	4	4	4

In terms of leadership style, the employees favour both characteristics of democratic leadership style as it enables them to complete task on time, effectively and efficiently (mean score: 4). In addition, employees favour the characteristic of their managers who tell them what to do about their job and how to do their job rather than the characteristic of having a centralised decision making (managers make decision without considering employees’ advice), as this helps employee better in completing task on time, effectively and efficiently. Furthermore, employees are able to complete task on time and effectively if their managers do not involve in the operation too much. Though, the mentioned characteristic does not affect the performance of employees in completing tasks efficiently.

**Regression**

The result presented in table 7 indicates that the constant is not significant (sig 0.807 > 0.05). The model is then adapted to such expression  $EP = 0.322JS + 0.446LS + 0.254T$ . The coefficient values of each independent variable are positive which indicates that these independent variables positively affect the performance of employees. Though, the result of JS shall be reversely interpreted due to the reversed questions designed in the questionnaire. This gives an opposite meaning to the statements regarding job stress. Therefore, a positive result of JS indicates the reverse meaning; hence, negative and vice versa.

Table 7. Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	0.073	0.297		0.246	0.807
Job Stress	0.322	0.090	0.354	3.574	0.001
Leadership Style	0.446	0.172	0.438	2.592	0.015
Training	0.254	0.124	0.305	2.053	0.050

a. Dependent Variable: Employee Performance

**Significance Test**

A significance test was conducted to discover whether EP is only affected by those three variables or any other random variables. Both t-test and F-test were used. A t-test tells whether a single variable is statistically significant and an F-test tells whether group variables are jointly significant (Statistics How To, 2017).

**T-test**

Referring to table 7, t statistic value of each variables (job stress = 3.574, leadership style = 2.592, training = 2.053) are higher than the t table score of 1.706 (df = 26,  $\alpha = 5\%$ , one-tailed (StatPac, 2014)). Thus, it can be concluded that each of these variables has statistically significant effect to employee performance. The significant value of each variable

(Job Stress = 0.001, Leadership Style = 0.015, Training = 0.050) which is lower than 0.05 also indicates this significance.

**F-test**

The F-test was conducted with two different degree of freedoms (df) namely numerator (X) and denominator (Y). The df of X is  $df = (k - 1) = 3$  and the df of Y is  $df = k(n-1) = 116$ . This results in F distribution value of 2.6802. The F value resulted from the test is 46.880 with sig 0.000 (table 8). Since the F value is bigger than he F distribution, it can be concluded that all of the three independant variables positively affects the employee performance.

Table 8. ANOVA Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.237	3	3.412	46.880	.000 <sup>b</sup>
	Residual	1.893	26	0.073		
	Total	12.130	29			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Training, Job Stress, Leadership Style

**R-Square**

R-Square measures variation of the independent variables to the dependent variable in a form of percentages. It is indicated that the value of R square is 0.844 or equals to 84.4%. It means that 84.4% variation happened in EP is caused by JS, LS and T. Meanwhile, the other 15.6% variation is caused by factors apart from JS, LS and T.

Table 9. R-Square Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919 <sup>a</sup>	0.844	0.826	0.270

a. Predictors: (Constant), Training, Job Stress, Leadership Style

## Discussion

Based on the results above, it can be concluded that job stress affects the performance of the employees in a very small extent due to the number of the responses that indicate more towards the “disagree” and “neutral” answers. The factor of job stress that negatively affects the employee performance the most is the hot working environment as it harms physical response of the employees. This result is in line with the study by Paputungan (2013) that physical change affects negatively on the work performance as employees move away from their normal function. Though, this result does not specify why it has more affect on the physical response as compared to the emotional response. Thus, the result does not show what kind of impact this physical change has on the performance as the study of Muda et al (2014) would have explained that such physical changes may increase the rate of absence and decrease motivation to work.

Furthermore, a leadership style is also seen to be affecting the performance of the employees. Based on the results, most of the employees see that their managers (on average) employs a democratic style with characteristics such as managers ask advice and opinion of the employees and that the managers trust the employees that they can do their job without involving too much. Employees feel that a democratic style helps them in performing their tasks better. In addition, a few employees also see that their managers are employing an autocratic style that like to tell them what to do and how to do about their job. Employees agree that they can perform better with this style as well. The conclusion that can be drawn from here is that the leadership style has significantly positive affect or show a certain extent to the performance of the employees. The managers shall involve the employees in a decision making and trust them that they can do their job without involving too much in the operation. Also, telling them what to do and how to do about their job can be helpful too boost the performance.



As it is previously explained in the literature review, training refers to the activity that is planned to enhance the skill, knowledge and competency of the employees. The results confirmed that all training methods provided by the CC Club enhanced the skill, knowledge and competency of the F&B service employees. The training methods, which are rotation, performance appraisal and orientation, have fully positively affect the performance of the employees due to the fact that it helps employees to complete tasks on time, efficiently and effectively.

## **CONCLUSSIONS AND RECOMMENDATIONS**

### **Conclussions**

It can be concluded that job stress, leadership style, and training significantly affect the performance of employees in F&B department of CC Club partially and simultaneously. Even though there may be other factors other than the three factors that contribute to the variation of employee performance, the three factors dominantly contribute to the variation of employee performance (R square = 84.4%).

In terms of the regression and significance tests, it is apparently that each and all of the three independant variables have significant effect on the employee performance. Out of three factors affecting the performance of the employees, leadership style is the one that is seen as the most effective in boosting the employee performance (highest coefficient). In particular, it is a democratic style can be effective to increase the level of individual employee performance.

### **Recommendation**

The result of the study indicating that JS, LS and T have significant effect on the EP is particularly beneficial to the F&B Management team of CC Club to improve the level of

individual employee performance. In order to maintain the individual employee performance, the management team is required to pay attention to the existence of job stress factor especially the working environment that is hot. Furthermore, a democratic leadership style can be used to motivate employees to perform their tasks as this is the preferred style by the employees.

This study targeted only the F&B service employees in CC Club. Thus, the result of this study can be used by the F&B Management team as a guideline to increase the level of employee performance within the department. However, the study can also be applied for all employees of CC Club concerning any departments.

The study employed only three factors affecting performance (job stress, leadership style and training). Future studies can employ more factors other than the three in order to know better factors affecting performance of employees. The number of samples can also be used as a much diverse and probably accurate answers can be retrieved when there are more respondents involved. The outcome of this study may be more detailed with interview method as it can discover the “why” questions.

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