

# Improving Restaurant Employee Performance Through Assistant Manager Communication at Amber Resort Beach Central, Lombok

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Article History	Abstract
Accepted: 13 September 2023 Revised: 15 October 2023 Published: 02 December 2023	<p><i>The aim of this research is to find out the condition of the performance of Amber Beach Resort Lombok restaurant employees and to find out how to improve employee performance through communication with the assistant manager of Amber Beach Resort Lombok. The research design used is descriptive qualitative, which emphasizes analysis of inference processes based on the phenomena that occur in the field with data collection using observation, interview, and documentation methods. Based on the results of the research that has been done, the performance of current employees is good and in accordance with the applicable sop where employees arrive on time, use uniforms neatly and that have been determined, employees are willing to get overtime hours (over time), able to achieve the target of providing the amount of food, able to provide good service, can cooperate between employees and guests of Amber Beach Resort Lombok.</i></p> <p><b>Keywords: Communication, Performance, Employees, Amber Resort</b></p>



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## INTRODUCTION

Lombok is one of the good transit provinces for domestic and foreign tourists with its strategic location and has a diverse culture with 1000 mosques, Lombok has an area of 5,435 km<sup>2</sup> with a length of approximately 70 km with a tail-shaped southwest that resembles the shape of a Q with 4 districts namely West Lombok, East Lombok, Central Lombok, North Lombok and 1 city namely Mataram City by directly bordering the Bali strait from the west and the Sumbawa strait from the east. Lombok Island also has destinations that are not far behind Bali Island where Lombok Island has white sand, pink sand and black sand beaches, waterfalls, mountains and hills that claw with height and the latest is the existence of Sport tourism, namely the existence of a GP Motor circuit, namely the Mandalika Circuit, from the many destinations on the island of Lombok supported by various other infrastructure such as hospitality accommodation to serve the various needs of visiting guests.

One of the hotels that provides to support guest needs is Amber Beach Resort Lombok Selong Belanak. This hotel provides various services needed by guests such as providing bedrooms, recreation, and food and beverage services in the restaurant. According to Hairunnisa (2009) Restaurant is one of the commercially managed food service businesses, whose scope of business is to provide food and beverage services. Therefore, to provide the appropriate quality of restaurant service to guests, it requires the performance of employees who are competent in their respective fields.

To create this quality of service, qualified human resources are needed to improve the quality and experience in providing services to hotel guests. For this reason, a joint role is needed, one of which is hotel management in improving the quality of employee services, by providing direction to employees and training to improve the quality of employees. Even so, from the results of the initial observation conducted by the author at Amber Lombok Beach resort Selong Belanak found that there are still employees who pay less attention to grooming problems, especially when carrying out tasks such as: (1) not using full uniform, (2) not using name tags, (3) still using local language in front of guests, (4) not positioning themselves where they should be and (5) lack of hospitality towards guests who visit. Therefore, from the phenomenon of these problems, it must be a concern for hotel managers to be able to provide guidance to employees so that the quality of service can be in accordance with applicable service standards. So that in the end the researcher draws several factors that cause the decline in the quality of employee performance is communication between managers and assistant managers to restaurant employees belum berjalan optimal.

Communication is the most important factor in working, especially in the restaurant field because the communication between managers will facilitate the presentation and preparation of food to guests. According to Usman (2014) communication is the delivery or receipt of messages from one person to another, either directly or indirectly, in writing, verbally or nonverbally. Employees will always communicate with each other, both with superiors and coworkers so that no mistakes occur. Effective communication if the sender of the message and the recipient of the message together reach the same understanding and conclusion as intended, about what exactly is being informed so that communication between managers is carried out properly, in the process of employee performance in serving guests will be carried out properly.

In this study, researchers want to discuss the Restaurant Assistant Manager at Amber Beach Resort Lombok in carrying out his duties in the restaurant because he sees from his very important role in guest service operations in the restaurant, and is also referred to as the mediator between the Manager and employees and is authorized to supervise in Restaurant operational activities. The Assistant Manager has administrative duties and is also responsible for managing the waiter list and working hours, as well as directing employees for General Cleaning and providing services to customers in accordance with established standards. Therefore, the role of the Restaurant Assistant Manager is very important in efforts to improve employee performance in the restaurant.

The role of the Assistant manager at Amber Beach Resort Lombok is needed, because the task of the assistant manager in motivating employees in improving employee performance productivity in this case the Byside and Pool Bar restaurant only has an Assistant manager and does not have a supervisor and captain when providing services both in terms of breakfast, lunch, dinner and certain events so that the communication that is established is less than optimal and efforts to provide services by employees get complaints from guests who come. Then the problem of the Assistant manager factor is that it does not control when there is no schedule either at breakfast, lunch dinner and certain events resulting in less than optimal employee performance in providing services to guests.

Based on the explanation above, it is necessary to evaluate the performance of restaurant employees so that in providing food and beverage services can run well and according to guest expectations, therefore, researchers are interested in taking research on "Improving Restaurant Employee Performance through Communication and Supervision at Amber Hotel Selong Belanak". The purpose of this study is to determine the condition of the performance of Amber Beach Resort Lombok restaurant employees and to determine the improvement of employee performance through communication through the assistant manager of Amber Beach Resort Lombok.

**RESEARCH METHOD.**

This research is located at the Amber Hotel Selong Belanak, which is located on Torok Beach, Montong Ajan, Kec. Praya Barat Daya, Central Lombok Regency, Nusa Tenggara Bar. This type of research is qualitative research. The data collection methods used are observation, documentation, and interviews, where the key informants are the general manager, restaurant manager, and employees at Amber Beach Resort Lombok. Of the three categories of informants, you are obliged to fill in the interview list that has been given with the interview grid in the table below:

Table 1: Interview Grids

Report	Question	Answer
General Manager	Are employees always present at the restaurant on time?	.....
	Do employees always wear neat uniforms?	.....
	Are employees willing to get overtime hours?	.....
	Are employees able to meet the target of providing the amount of food to guests on time?	.....
	Are employees able to serve guests well?	.....
	Are employees able to distinguish the style of behavior and behavior at each age of guests who come?	.....
	Do employees seem capable of working with fellow employees?	.....
	What form of direction is given to the manager?	.....
Manager	Are employees always present at the restaurant on time?	.....
	Do employees always wear neat uniforms?	.....
	Are employees willing to get overtime hours?	.....
	Are employees able to meet the target of providing the amount of food to guests on time?	.....
	Are employees able to serve guests well?	.....
	Are employees able to distinguish the style of behavior and behavior at each age of guests who come?	.....
	Do employees seem capable of working with fellow employees?	.....
	Are employees able to cooperate with managers? What is the form of direction given to employees?	.....
Karyawan	Do employees get direct feedback from assistant managers?	.....
	Do employees ever give critics to managers?	.....
	Are fellow employees able to coordinate when serving guests at the restaurant?	.....
	Do employees dare to give input to other colleagues?	.....
	Does the restaurant supervisor assess the results of the service performed by employees to guests?	.....

	Does the restaurant supervisor always assess the employee's work process when serving guests?	.....
	Are employees willing to improve the quality of work after being supervised by the leadership?	.....
	Do employees get additional work facilities from management?	.....
	Do employees get the opportunity to attend field training?	
	Do employees always improve the quality of their service??	

The author analyzed the data using data reduction, data presentation, conclusion drawing, and triangulation. The following is the explanation:

1. Data Reduction

The data obtained from the field is quite a lot, for that it needs to be recorded carefully and in detail. As has been stated, the longer the researcher goes to the field, the more the amount of data will be numerous, complex and complicated. For this reason, it is necessary to immediately analyze the data through data reduction. Reducing data means summarizing, selecting key things, focusing on important things, looking for themes and patterns. Thus the data that has been reduced will provide a clearer picture, and make it easier for researchers to conduct further data collection, and search for it when needed.

2. Data Display

In qualitative research, data presentation can be done in the form of brief descriptions, charts, relationships between categories, flowcharts and the like. However, the most commonly used for presenting this data in qualitative research is with narrative text so that it will make it easier to understand what has happened and can plan further work based on the understood problem.

3. Conclusion Drawing

The initial conclusions put forward are still temporary, and will change if no strong supporting evidence is found at the next data collection stage. But if the conclusions put forward at an early stage are supported by valid and consistent evidence when researchers return to the field collecting data, then the conclusions put forward are credible conclusions. Thus, conclusions in qualitative research may be able to answer the formulation of the problem formulated from the start, but maybe not.

4. Triangulation

The technique used to check the validity of research data is triangulation. According to Moleong (2014), triangulation is a data validity checking technique that utilizes something else outside the data for checking purposes or as a comparison to the data. In other words, with triangulation, researchers can check the findings by comparing them with various sources, methods, or theories. For this reason, it can be done by:

- a. comparing observation data with interview results.
- b. comparing what people say in public with what they say in private.
- c. comparing what people say about the research situation with what they say over time.
- d. comparing the circumstances and perspectives of a person with various opinions and views of people such as ordinary people, people with middle or high education, wealthy people, government people.
- e. comparing the results of interviews with the contents of a related document.

Conclusions in qualitative research are new findings that have not previously existed. Findings can be in the form of a description or description of an object that was previously dim so that after research it becomes clear. These findings can be in the form of causal or interactive relationships, hypotheses or theories. (Sugiyono, 2017).

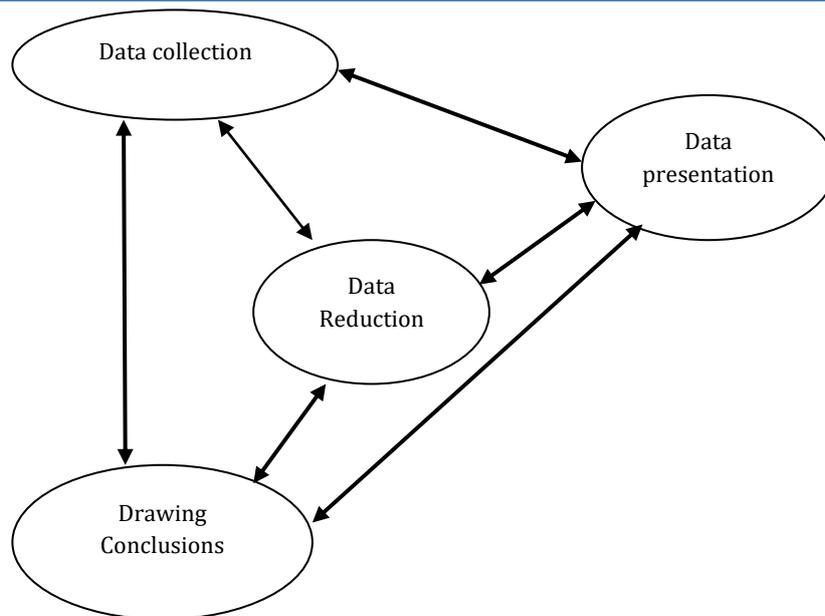


Figure 1. Data Analysis Process

## RESULT AND DISCUSSION

Amber Lombok Beach Resort is one of the hotels located in Central Lombok Regency with 4-star hotel qualifications. The hotel, which was inaugurated in 2021, has various facilities such as Restaurant and Bar rooms, Spa, Transportation, Games, Swimming pool, Laundry, Bicycle & MotorBike Rent, and Wifi All Room. Based on what the author did to key informants at Amber Lombok Beach Resort, the results showed that:

### 1. Restaurant Employee Performance Conditions

Based on the results of the researcher's interview with the first informant, namely the General Manager, the performance conditions of restaurant employees can be seen from the responses below:

"From the results of the manager's report and attendance recapitulation information, all employees as a whole were present on time but there were several employees who were late for the morning schedule due to obstacles on the road".

So this can be evidence that employee performance is good. Then the first informant added that employees using neat uniforms are part of the work SOP and must be implemented and obeyed properly, as a professional employee, hospitality, especially in the field of grooming, must be done to show that the employee is competent. So this is also proof that employee performance is also good. The next opinion is:

"Actually, the problem of overtime hours has been regulated in such a way, especially at events on the following day, as far as I know employees are obliged to comply with the rules for the distribution of working hours, be it regular working hours or additional working hours based on the rules of hotel working hours accompanied by appropriate compensation. Therefore, the problem of overtime working hours for these employees should be obeyed and carried out properly" and is also proof that employee performance is good".

Not only that, the next opinion is "From the results of the restaurant manager's report, employees assigned to prepare the food menu and serve it have done well, although there are several obstacles found such as delays in reviling food and drinks that have run out at the serving place, not quickly refilled by employees resulting in complaints coming from guests". The next opinion is also "From the results of supervision and reports as well as my personal observations, employees have properly served the guests who come, both in terms of attitude and behavior".

The next opinion is "From the results of reports and recapitulation of the suggestion box available at the hotel, so far employees have not received complaints about attitudes and behavior when serving guests, so that it is evidence that employees have been well able to choose attitudes and behavior in serving guests who come".

The next opinion is "The results of observations and evaluations of the management team, all employees can work well together". And the last opinion is "One form of direction that I give to the manager is to always give a good example to all employees who work in the restaurant, and guide employees when having difficulty at work". In line with the opinion of the first informant, namely the General Manager, the second informant, namely the Manager, also gave his response regarding the current condition of employee performance as evidenced by the results of the response which stated that:

"The presence of employees in the restaurant is on time but there are some employees who are not present on time, then the next opinion is that in general employees have complied with the applicable grooming rules, but there are some employees who are less neat, especially hair. Not only that, the next opinion is that employee performance is not good as evidenced by some employees who are not willing because they are busy with other activities. The next opinion is that employee performance is good because employees reach the target of providing the amount of food for guests because it is a responsibility of employees and targets from the restaurant."

The next opinion is that employees are able to serve guests well because it is their job as employees who must be able to serve guests well. The next opinion is that employees are able to differentiate the style of behavior and behavior in serving guests because so far they have been able to distinguish the age of each guest in behavior is a skill needed by an employee.

The next opinion is "All employees have been able to work well together without complaining, but sometimes there is a miss of communication between employees in applying the manager's orders", and the cooperation between managers and employees has gone well, especially in terms of preparing vreakfast, lunch and dinner".

Based on the responses of the first informant from the General Manager and the second informant from the Manager above, it can be concluded that the current employee performance conditions at Amber Hotel Selong Belanak are good and in accordance with the applicable SOP because:

- a. because employees always arrive on timeuc
- b. employees wear neat work uniforms
- c. employees are willing to get overtime working hours
- d. employees are able to achieve the target of providing the amount of food for guests
- e. employees are able to serve guests well

- f. employees can distinguish the style of attitude and behavior in serving guests
- g. employees are able to work well with fellow employees
- h. employees can work together with the manager.

## 2. Efforts to Improve Restaurant Employee Performance Through Communication.

Based on the results of the researcher's interview with the first informant, namely the General Manager regarding improving the performance of restaurant employees through communication, it can be seen from the results of his response below:

"One form of direction that I give to managers is to always set a good example to all employees who work in the restaurant, and guide employees when experiencing difficulties at work".

In line with the opinion of the first informant, namely the General Manager, the second informant, namely the Manager, also gave his response regarding efforts to improve employee performance through communication as evidenced by the results of the response which stated that:

"I give directions to employees to go through good communication so that it is easy for employees to understand so that in providing services to guests it runs smoothly".

Not only from the first and second informants, the third informant, namely the employee, also gave his response regarding efforts to improve employee performance through communication between managers can be seen from the results of his response below:

"The manager has been a good leader for employees in working in the restaurant, the problem is that employees are sometimes less sensitive to input from managers so they tend to take the input given lightly". The next opinion is that it is very rare for employees to criticize the manager because employees are too afraid to criticize the manager even though it is very much needed to conducive the work environment ". This indicates that the condition of communication between managers and employees is not fully maximized so that in the end it affects efforts to improve employee performance ".

Not only that, the next opinion is that employees are able to coordinate with coworkers because coordination is the most important part of this work field and the last opinion about communication is that senior employees often provide input to junior employees, but junior employees are sometimes reluctant to provide input to senior employees even though there are mistakes made by senior employees. This shows that upward communication has not been running optimally so that it affects efforts to improve employee performance.

Based on the responses from the first informant from the General Manager, the second informant from the Manager and the third informant, namely the employee above, it can be concluded that efforts to improve employee performance through communication have been running optimally even though there are several points that are less related such as junior to senior communication and employee sensitivity to input from managers.

## 3. Efforts to Improve Restaurant Employee Performance Through Supervision.

Based on the results of the researcher's interview with the third informant, namely the employee about improving the performance of restaurant employees through supervision, it can be seen from the results of his response below:

"The restaurant supervisor has assessed the results of the service from employees because it is the duty and responsibility of the supervisor to supervise all work from employees. Not only that, the next opinion is that the restaurant supervisor always assesses the work process of employees when serving guests because it is also the job duties and responsibilities of a supervisor".

The opinion that is no less important is also conveyed that employees are willing to improve the quality of work after supervision by the supervisor because if employees get criticism regarding the quality of work, employees are not ashamed to ask questions as an effort to improve the quality of their work. It can be said that supervision has been running well at Amber Hotel. Furthermore, opinions that also support the achievement of improved employee performance through supervision are evidenced by responses that say that "Employees have received additional work facilities because it is very important for employees to speed up and help complete employee work in the restaurant".

The next opinion is that every employee is always given the opportunity to take part in competency training held by the government and by increasing knowledge and participating in competency training in the field of work is proof that the results of supervision that have been carried out can be a benchmark for the level of quality development of employee performance so that in the end it can be said that efforts to improve the performance of restaurant employees through supervision have been running effectively and optimally.

Based on the responses of the third informant, namely the employee above, it can be concluded that efforts to improve employee performance through supervision have been running effectively and optimally so as to improve the performance of restaurant employees at Amber Hotel Selong Belanak.

## **Discussion**

### **Condition of Restaurant Employee Performance at Amber Hotel**

The results of the research as evidenced by the presentation of data through interviews with informants show that the current condition of employee performance at Amber Hotel Selong Belanak is good and in accordance with the SOP as evidenced by:

1. Employees always arrive on time
2. Employees wear neat work uniforms
3. Employees are willing to get overtime work hours
4. Employees are able to achieve the target of providing the number of meals for guests
5. Employees are able to serve guests well
6. Employees can distinguish the style of attitude and behavior in serving guests
7. Employees are able to work well with fellow employees
8. Employees can work together with the manager.

### **Efforts to Improve Restaurant Employee Performance Through Communication**

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The results of the research as evidenced by the presentation of data through interviews with informants show that efforts to improve employee performance through communication have been running optimally even though there are several points that are less related such as junior to senior communication and employee sensitivity to input from managers as evidenced by:

1. The general manager gives directions to the manager to always set a good example to all employees who work in the restaurant, and guide employees when experiencing difficulties at work.
2. The manager gives directions to employees through good communication so that it is easy for employees to understand so that in providing services to guests it runs smoothly
3. Fellow employees coordinate when serving guests
4. Employees dare to provide input to coworkers.

### **Efforts to Improve Restaurant Employee Performance Through Supervision**

The results of the research as evidenced by the presentation of data through interviews with informants show that efforts to improve employee performance through supervision have been running effectively and optimally as evidenced by:

1. The restaurant supervisor has assessed the results of the services provided by employees to guests
2. Restaurant supervisors always assess the work process of employees when serving guests
3. Employees are willing to improve the quality of work after being supervised by the assistant manager.
4. Employees get supporting work facilities
5. Employees get the opportunity to take part in job training
6. Employees are able to improve their service quality after being supervised

### **CONCLUSION**

Based on the results of the discussion described, it can be concluded that: The current condition of the Amber Hotel Restaurant Employee Performance is good and in accordance with the applicable SOP, because employees are present on time, employees wear neat work uniforms, employees are willing to get overtime working hours, employees are able to achieve the target of providing the amount of food, employees are able to serve guests well, employees can distinguish the style of behavior and behavior in serving guests, employees are able to cooperate well and employees can work together with managers.

Efforts to improve employee performance through communication have been running effectively and maximally because: The general manager gives directions to the manager to always set a good example to all employees who work, the manager guides employees when experiencing difficulties at work, the manager gives directions to employees through good communication so that employees can easily understand, fellow employees coordinate when serving guests and employees dare to provide input to coworkers, but there are some points that are less related such as junior to senior communication and employee sensitivity to input from managers.

Finally, efforts to improve employee performance through the Assistant Manager have been running effectively and optimally because: Assistant Managers have assessed the results of services and work processes provided by employees to guests, employees are willing to improve work quality after being supervised by supervisors, employees get supporting work

facilities, employees get the opportunity to take part in work field training, and employees are able to improve their service quality after being supervised.

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