



Employee Performance Analysis at Buffet Tuah Bintan Restaurant

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Abstract

This research aims to analyze employee performance and service quality at the Tuah Bintan Buffet Restaurant. The research approach used is qualitative with interviews and observation methods as the main data sources. The research results show that optimal employee performance, including clear division of tasks, structured training and regular evaluations, contributes significantly to the quality of services provided. The main challenge faced by this restaurant is maintaining consistent food quality and efficient service times during peak hours. However, innovation and implementation of improvements based on customer feedback have succeeded in increasing customer satisfaction. This research confirms that good employee performance has an important role in creating a positive service experience, as well as providing input for strategies for improving restaurant operations in the future.

Keywords: Buffet Restaurant, Employee Performance, Service Quality.

1. INTRODUCTION

Service quality is indeed a solid foundation for the sustainability of the culinary business. In the midst of increasingly fierce competition, consumers are increasingly smart in choosing a place to eat. Rumah Makan Prasmanan Tuah Bintan, as one of the prima donnas in Tanjungpinang, certainly realizes the importance of maintaining high service standards. However, the biggest challenge for them is how to maintain consistent service quality amidst the surge in visitors, especially during peak hours. The pressure to serve customers quickly, friendly, and precisely is often a tough test for employees. To overcome this, a comprehensive strategy is needed, starting from ongoing employee training to optimizing operational management. Employee performance is a key variable that greatly affects service quality. Behind the smiles of the waiters and the delicious dishes on the table, there are a number of factors that affect their performance. Work motivation, job satisfaction levels, and adequate competence are some of them. If employees feel appreciated, have high motivation, and have the appropriate skills, then they will be more enthusiastic in providing the best service to customers. Conversely, if employees feel burdened, under-trained, or do not feel appreciated, then the quality of service provided will also be affected.

Good service quality will have a direct impact on customer satisfaction. Customers who are satisfied with the service they receive tend to become loyal customers and even recommend the restaurant to others. Conversely, customers who are dissatisfied tend to move

to other restaurants. Therefore, it is important for Rumah Makan Prasmanan Pulau Dompok to continue to strive to improve customer satisfaction. This can be done in various ways, such as by conducting regular customer satisfaction surveys, paying more attention to customer feedback, or creating a customer loyalty program. Service quality does not only include direct interaction between employees and customers. Other factors such as environmental cleanliness, comfortable interior design, and the provision of adequate facilities also influence customer perceptions of service quality. In addition, the consistency of food taste is also very important. Customers expect the taste of food to always be the same every time they visit. Therefore, Rumah Makan Prasmanan Tuah Bintan needs to pay attention to all aspects that can affect the customer's dining experience.

The culinary industry continues to experience dynamic developments. The emergence of new trends, such as healthy food, fusion food, or unique dining experiences, requires culinary business actors to continue to innovate. Rumah Makan Prasmanan Tuah Bintan needs to follow the latest trends in order to remain relevant and attract customers. In addition, the use of technology can also be one way to improve service quality. For example, by using an online ordering system or mobile application, customers can place orders more easily and quickly.

Based on the results of initial interviews with the management and employees of Rumah Makan Prasmanan Tuah Bintan, several service-related problems that often arise were revealed. For example, there were complaints from customers about the long waiting time for food, errors in menu presentation, and the lack of friendliness of some employees in certain situations. Factors such as high workload, lack of regular training, and suboptimal coordination between employees were cited as the main causes of these problems. This shows that employee performance has a close relationship with the quality of service received by customers. Therefore, this study seeks to explore in depth the relationship between employee performance and service quality at this restaurant.

This study aims to analyze employee performance at Rumah Makan Prasmanan Tuah Bintan. The type of research used is qualitative. Data collection techniques used interviews and observations. The sample used is customers. The informants are employees. Data analysis used thematic analysis which is a very effective approach to identify and understand patterns in qualitative data. The results of the study indicate that employee performance is quite optimal, including clear division of tasks, structured training, and routine evaluations, contributing significantly to the quality of service provided. The main challenge faced by this restaurant is maintaining consistent food quality and efficiency of service time during peak

hours. However, innovation and implementation of improvements based on customer feedback have succeeded in increasing customer satisfaction. This study confirms that good employee performance has an important role in creating a positive service experience, as well as providing input for operational improvement strategies for restaurants in the future.

2. LITERATURE REVIEW

Employee performance

Performance is a function of interaction between ability (A), motivation (M), and opportunity (O). Several opinions of experts are quoted by the author. Henry Simamora (2006: 338) said that performance is a process used by organizations to evaluate how each employee does their job. In this case, the employee's contribution to the organization during a certain period of time is assessed. According to Veithzal Rivai (2008: 16), performance is the work result that can be achieved by a person or group of people in an organization or company.

Actual performance, or job performance, is a term used to describe a person's performance. Performance is a person's work achievement based on quantity and quality that have been agreed upon together. An employee who carries out his duties according to the responsibilities given is called performance.

We will see the definition of performance from several experts to expand our knowledge.

- a. According to Moehariono (2010), employee performance can be defined as an effort to achieve organizational goals legally, without violating the law, and in accordance with the authority and responsibility of each individual, both qualitatively and quantitatively. His book "Competency-Based Performance Measurement" reveals this.
- b. Prawiro Sentono (1999) also expressed the same opinion regarding understanding employee performance.
- c. Mc Cormick & Tiffin (1980) consider performance as the quantity and amount of time spent completing tasks as well as the number of absences, lateness, and length of service.
- d. According to Edy Sutrisno (2010), work results are aspects of quality, quantity, work time, and cooperation in achieving organizational goals.
- e. Minner (1990) According to Minner, a person's desire to work hard and live his life according to the tasks given to him is a sign of performance. Minner, A person's desire to work hard and live his life according to the tasks given to him is a sign of performance.
- f. According to Mangkunegara (2002:22), someone who has a strong work ethic with positive work results is said to have good performance.

- g. Paul Hersey and Kenneth Blanchard say that the definition of performance determines a person's ability and motivation to complete their tasks.
- h. According to Mangkunegara (2002:22), someone who has a strong work ethic with positive work results is said to have good performance.
- i. According to Donnelly, Gibson, and Ivancevich (1994), performance is the achievement of predetermined goals, which refers to the level of success in completing tasks.
- j. Schneiderhorn, Osborn, and Hunt (1991) According to them, the achievement of tasks carried out by individuals, groups, or organizations, both in terms of quality and quantity, is called understanding performance.
- k. Sedarmayanti, K. (2011:260) According to Sedarmayanti, the work of a worker, the results of the work that are summarized comprehensively, are called "performance". Summarized comprehensively, they are called "performance".
- l. Employee performance is defined by Wibowo (2010:7) as an individual's achievement of the results of his work.
- m. According to Mangkuprawita and Hubeis (2007:153), a certain work process that is produced in a planned manner is the definition of employee performance.

Factors Affecting Performance

Performance can be influenced by three types of factors:

- a. Intrinsic factors, which are innate factors from birth and factors acquired during development. Innate factors include talent, personal characteristics, physical and psychological conditions; acquired factors include knowledge, skills, work ethic, work experience, and work motivation;
- b. Internal environmental factors of an organization, which are support from the organization where it works. Internal environmental factors of the organization include the vision, mission, and goals of the organization, policies, strategies, management systems, compensation, leadership, culture, and people.
- c. External environmental factors of the organization include situations, events, or circumstances outside the organization and affect employee performance. Previous researchers have investigated this employee performance, such as Hendra (2020), Putri Primawanti and Ali (2022), Setiawan and Pratama (2019), and Basyit

Performance Indicators.

According to Robbins (2006: 260) there are several indicators for assessing employee performance, including:

- a. **Work Quality** Employee perception of work quality is added to the measure of work quality, and employee abilities and skills.
- b. **Quantity of Work** The number of figures stated in units and the sequence of activities carried out is the number of results stated in a numerical value.
- c. **Timeliness** is balancing activities with the right time and utilizing the available time with other activities. making the best use of the available time with other activities.
- d. **Effectiveness** Determine the results of each unit in the use of resource power by maximizing the amount of time each organization uses the available resource power (labor, money, and raw materials). of each unit in the use of resource power by maximizing the amount of time each organization uses the available resource power (labor, money, and raw materials).
- e. **Commitment** The degree to which an employee can carry out his duties and responsibilities with his duties and responsibilities towards an organization or business is known as commitment.

3. METHODS

This study uses a qualitative method with a case study approach to explore in depth the relationship between employee performance and service quality at Rumah Makan Prasmanan Tuah Bintan. The qualitative approach was chosen because it allows researchers to holistically and deeply understand complex social phenomena, such as the dynamics of interactions between employees and customers in the context of a buffet restaurant. Case studies allow researchers to collect rich and in-depth data through various data collection techniques, such as in-depth interviews, participant observation, and document analysis.

This research was conducted through several systematic stages. First, a literature review was conducted to formulate a theoretical framework relevant to the research. Second, the object of the research was determined, namely the Prasmanan Tuah Bintan Restaurant, and the determination of key informants to be interviewed. Third, data collection was carried out through in-depth interviews with employees, managers, and customers. In addition, direct observation was carried out on the operational activities of the restaurant. Fourth, the data obtained were then analyzed qualitatively using thematic analysis techniques to identify patterns, themes, and categories that emerged in the data.

To collect data, this study uses several techniques, namely:

- **In-depth interviews:** In-depth interviews were conducted with employees at various

levels, managers, and a number of customers to explore their perceptions regarding employee performance, service quality, and factors influencing both.

- **Participatory observation:** Researchers are directly involved in daily activities in restaurants to directly observe interactions between employees and customers, as well as the service process that occurs.

Data collection techniques were conducted through in-depth interviews and direct observation. Interviews were conducted in a semi-structured manner using flexible question guides, covering topics about employee performance. These interviews were recorded with a voice recorder to ensure accurate data. In addition, direct observation was conducted by monitoring employee activities and their interactions with customers, especially during peak hours. Field notes were used to record observation results covering behavior, responses, and dynamics that occur in the restaurant.

The collected data were analyzed using thematic analysis method, which is a very effective approach to identify and understand patterns in qualitative data. This thematic analysis process consists of three main stages that are interconnected, namely data reduction, data presentation, and drawing conclusions. The first stage, namely data reduction, is carried out by filtering and grouping relevant data based on themes that emerged during the data collection process. In this case, the themes selected include important aspects such as employee performance, service quality dimensions, and other elements related to customer satisfaction. This filtering process aims to reduce irrelevant or redundant data, so that what remains is information that truly supports the research objectives.

After the data has been reduced, the next step is data presentation. The data that has been selected and grouped based on the main themes is then presented in the form of a descriptive narrative that explains the findings in a more structured and easy-to-understand way. This presentation allows researchers to visualize the information found, and helps readers or stakeholders to more easily identify certain patterns that may exist in the data. This descriptive narrative also makes it easier to dig deeper into aspects that are relevant to the research objectives, such as understanding how employee performance affects customer satisfaction, or how service quality dimensions play a role in creating a positive experience for visitors. In the final stage, namely drawing conclusions, the results of the analysis that has been carried out are further analyzed to compile initial conclusions based on the findings obtained. This conclusion is drawn by considering all the data that has been analyzed and presented, and is carefully formulated to reflect the essence of the existing findings. To ensure the accuracy and validity of the findings, this initial conclusion is then verified by

comparing data obtained from various relevant sources, such as interviews, observations, and secondary data, to ensure that the findings can be accounted for and represent the existing reality. This verification process is very important to increase the credibility of the research and avoid misinterpretations that could reduce the validity of the research results.

The tools and materials used in this study include a voice recorder to document interviews, a notebook to record observation results, and relevant internal restaurant documents. This systematic research process is designed to produce in-depth and valid data, so that it can provide a comprehensive picture of the relationship between employee performance and service quality at the Prasmanan Pulau Dompok Restaurant. With this approach, the study is expected to provide theoretical and practical contributions to human resource management in the culinary industry.

4. RESULTS

Employee Performance At Buffet Buah Restaurant BINTAN

This study reveals that employee performance at the Prasmanan Buah Bintan Restaurant is quite good. This can be seen from:

- **Quality of Work:** employees are able to complete their work quickly and accurately. Employees are able to quickly and accurately take customer orders and deliver food and drinks to customer tables quickly. Employees are able to complete work carefully, this accuracy is important to ensure that there are no errors in the work completion process.
- **Quantity :** Employee work quantity: employee work quantity can be seen from the number of orders processed measured by the number of orders taken by employees, the number of meals cooked by chefs, or the number of customers served by an employee. The amount of work delegated, This can be measured by the amount of work delegated by an employee to his co-workers.
- **Punctuality:** employees must be able to complete their work quickly and accurately by dividing the work so that it can be completed more quickly.
- **Effectiveness:** Employees at the Prasmanan Buah Bintan Restaurant are motivated and appear more productive because they have higher initiatives in working. When viewed from the training side, it is also appropriate and sustainable, it will improve employee skills in carrying out their duties. Then the owner of the restaurant is also good in terms of management and in providing clear direction to employees and motivating them to achieve common goals. When viewed from the communication between management and employees, it can be seen that the owner of the restaurant has begun to reduce

misunderstandings and improve work coordination between employees.

- **Commitment:** employees must be able to commit to their work and not make mistakes when doing their work so as not to make employee performance bad.

The findings of this study provide a clear picture of the importance of the relationship between employee performance and performance quality in creating customer satisfaction at Rumah Makan Prasmanan Buah Bintan. Clear division of tasks among employees and regular training have proven to be the main supporting factors in providing efficient and quality services. This is in line with the operational management theory which states that a good division of labor structure and continuous training can increase productivity and organizational effectiveness (Robbins & Judge, 2013).

However, some challenges faced, such as difficulty in maintaining consistent food quality and optimal service times during peak hours, indicate the need for better time and resource management. This also supports previous findings that stated that performance quality is highly dependent on operational efficiency and the organization's ability to respond to customer needs quickly and appropriately (Parasuraman et al., 1988). In this case, restaurants can consider adding workers during peak hours or implementing a more structured system to manage workflow to overcome these constraints.

From the customer side, the feedback received shows that the two main elements that greatly influence their level of satisfaction are the taste of the food served and the friendliness of the employees. These two factors have proven to be the main determinants in creating a satisfying experience for customers. This dimension is in line with the theory of performance quality which emphasizes three important aspects, namely intrinsic factors, internal environmental factors, and external environmental factors. Reliability includes consistency in the quality of food and employee performance provided, while responsiveness describes the extent to which employees can respond to customer needs quickly and effectively. Meanwhile, empathy relates to the attention and understanding given by employees to the desires and expectations of customers. In addition, customers also really appreciate the buffet concept applied in this place. This concept allows them to enjoy a variety of menu choices at one time, giving customers the freedom to choose and taste various dishes. Moreover, typical Malay menus such as sour curry fish and black cuttlefish are the main attractions that make visitors feel satisfied and come back to enjoy the dishes. The diversity of the menu and consistent taste quality are one of the advantages that strengthen the appeal of this restaurant in the eyes of customers.

However, the current operational evaluation of restaurants is still simple because there

is no formal documentation system that can support more systematic supervision and monitoring. This condition is a challenge for management in conducting performance evaluations in a measurable and structured manner. Without an organized system, restaurant operational management becomes less efficient and it is difficult to identify areas that need improvement. To overcome this problem, restaurants can consider implementing a more modern data-based evaluation system, such as using digital applications to record various operational aspects, from sales, customer feedback, to employee performance. By implementing a data-based system, management will find it easier to analyze data obtained in real-time, allowing them to identify operational weaknesses and strengths more accurately. The digital application can also help detect certain trends and patterns that may be missed in manual evaluations, providing clearer insights into aspects that need improvement.

In addition, regular innovations, such as menu updates based on customer feedback and preferences and employee training to improve performance quality, have had a significant positive impact. These innovations have not only succeeded in increasing customer satisfaction levels, but have also helped the restaurant build a positive image in the eyes of visitors. The menu that is continuously updated according to customer tastes shows that this restaurant is very responsive to market needs, while regular employee training plays a role in creating employee performance that is friendlier, faster, and more professional. However, to achieve sustainability in optimal performance quality, the innovations made must be accompanied by more mature strategic planning, as well as consistent evaluation to ensure that every change made remains relevant and effective.

5. CONCLUSION

Based on the results of the study on employee performance at Rumah Makan Prasmanan Buah Bintan, it can be concluded that employee performance is quite good. This can be seen from the quality of employee performance who have been able to complete their work quickly and accurately. Then in terms of the quantity of employee work seen from the number of orders processed measured by the number of orders taken by employees, the amount of food cooked by the chef, or the number of customers served by an employee The amount of work delegated, This can be measured by the amount of work delegated by an employee to his coworkers. Punctuality: employees must be able to complete their work quickly and accurately by dividing the work so that it is completed faster. Effectiveness: Employees at Rumah Makan Prasmanan Pulau Dompok are motivated and look more productive because they have higher initiative in working. Employee work commitment is

also fairly adequate, there is still an opportunity to improve the quality of performance through innovation and continuous improvement.

6. RECOMMENDATION

It is expected that restaurant owners should improve the evaluation process by involving all employees and using more accurate metrics. It is recommended to conduct regular employee training and development to improve their skills and knowledge in providing better service.

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