ANALYSIS OF THE RELATIONSHIP BETWEEN TRAINING AND EMPLOYEE PRODUCTIVITY IN RESTA URANTS IN SURABAYA

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Abstract

Service activities in a company cannot be carried out by just one person, but rather by people with different educational backgrounds, experiences, socio-economic statuses, and so on, who work together in the same environment and aim to achieve good productivity. Therefore, the company must involve individuals with various skill levels. In facing today's high competition, companies are required to work professionally in order to provide the best service to consumers, as well as to work effectively and efficiently to generate high income. Realizing this, it is time for individuals within the company to work harder, become more skilled, and have high motivation to achieve. The data used in this research are secondary data, obtained by reviewing sales target data and results achieved each month by the McDonald's restaurant on Mayjend Sungkono Street, Surabaya. Based on the correlation test results, it is known that the simple correlation coefficient (r) shows a value of 0.99, which is close to 1, so it can be concluded that there is a strong and positive relationship between variable X (training) and Y (work productivity).

INTRODUCTION

Background of the problem

The world of trade and services today offers business opportunities that promise significant profits, both for service providers and consumers. Consumers demand products with characteristics that satisfy their needs and expectations, therefore suppliers are required to be more creative in improving the quality of the products they produce. The existence of sales targets encourages suppliers to shift their strategy from a seller market to a buyer market, in which sellers seek buyers.

In the field of franchising or fast-food businesses, one of the most popular industries among entrepreneurs is food service. One of the marketing strategies to develop a franchise business is improving customer service, supported by a capable marketing department and opening branches in strategic locations such as shopping centers and public places that are frequently visited by people.

Capital, equipment, and labor are factors that cannot be separated from the company; of all

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the factors involved in the process of selling goods and services, human resources supported by good skills are the dominant factor. Despite the advancement of technology, with many innovations being found in the field of technology, this has not displaced the need for human labor in the industrial sector.Education and training need to be provided to employees to enhance their skills and develop their work. One method considered effective by companies to improve the knowledge and skills of their employees is through continuous training using methods that are most suitable for the company's condition. The goal of training is to improve employee work productivity, particularly those in service roles, so that the company not only sells goods but also provides memorable services.

In line with the explanation above, the author intends to conduct a study on the relationship between training and increased work productivity among employees, specifically those in the service department at PT. REKSO NASIONAL FOOD (McDonald's), located on Mayjen Sungkono Street No. 153, Surabaya

LITERATURE REVIEW

Theoretical Foundation

Definition of Training and Work Productivity

Implementing training for workers indeed requires a significant investment, but the results obtained are far greater than the sacrifices made. This is because with proper training, it is expected that tasks will be completed more quickly, accurately, and better than before. This will help reduce workplace damage, minimize waste, ensure that work tools are used properly, and minimize work accidents. All of these are advantages that the company can gain by implementing training, highlighting the importance of training.

To provide a clearer understanding of the concept of training, the author presents several expert opinions. According to Alex S. Nitisemito (1996: 11), "Training is a company activity aimed at improving and

developing the attitudes, behaviors, skills, and knowledge of its employees in accordance with the company's objectives." Meanwhile, according to Manullang (1996: 83), "Education is a process of providing knowledge and skills that are theoretical rather than practical, whereas training is more practical in nature and focuses on the immediate application of knowledge and skills."

Moekijat (1992: 27) defines training as follows: "Training is an effort aimed at adapting an individual to their environment, whether that be outside or inside the workplace."

From these definitions, it can be understood that training is provided with the goal of enabling individuals to adjust to their environment, allowing them to work more effectively.

According to Agus M. Hardjana (2001:12), training is defined as "An activity designed to improve worker performance in the tasks assigned to them." In other words, training can improve employee performance.

It can also be concluded that training is an activity provided by the company outside of the existing educational system, usually within a relatively short period, to improve and develop the attitudes, behaviors, skills, and knowledge of employees so that they can carry out new tasks or improve the implementation of existing tasks, using both practice and theory.

Training Objectives and Benefits

According to T. Hani Handoko (1995: 24), "First, training and development are conducted to bridge the gap between employee competencies and the job requirements. Second, the program is expected to improve work efficiency and effectiveness in achieving the established work goals."

According to Manullang (1996: 24), "The main goal of any training is to enable employees to perform their tasks more efficiently. Another goal of training is to reduce the need for supervision."

Thus, the author concludes that the purpose of training is to provide employees with the opportunity to participate in training programs to become skilled and productive workers who achieve better qualitative and quantitative results.

Expected Benefits of Training

According to J. Rafianto, the benefits of conducting training for a company are as follows:
1. Enhancing work skills.
2. Reducing work delays and the likelihood of employee turnover.
3. Minimizing workplace accidents, equipment damage, and improving maintenance of work tools.
4. Increasing work productivity.
5. Improving job proficiency.

6. Enhancing the sense of responsibility.

The purpose of training in employee development through education and training, according to Moekijat (1992:34), is to achieve three main objectives:
1. Expanding knowledge.
2. Enhancing skills.
3. Changing attitudes.

According to Alex S. Nitisemito (1996:42), the benefits of training include:
- Work is expected to be done faster and better.
- Material usage is expected to be more efficient.
- Equipment and machines are expected to last longer.
- The accident rate is expected to decrease.
- Responsibility is expected to increase.
- Production costs are expected to be lower.
- The company's sustainability is expected to be more secure.

Thus, the advantages of well-conducted training include:
1. Boosting employee morale.
2. Ensuring career progression to higher positions with greater responsibility.
3. Making job execution more efficient and effective.
4. Enhancing company efficiency.
5. Reducing the need for extensive supervision for well-trained employees.
6. Improving employee productivity.
7. Reducing workplace accidents.
8. Ensuring that standardized methods are used in training programs.
9. Decreasing employee turnover to other companies.
10. Enhancing organizational stability and flexibility.

Impact of Training

Positive Impact : Provides benefits to both employees and the company.
Negative Impact :

- For employees: Training often raises questions about promotions, as promotions and compensation are based on an employee's capabilities.
- For those who do not participate in training, there may be a lingering feeling that they will not receive a promotion or salary increase.

Training not only enhances employee skills but also serves as a basis for promotions. However, training objectives cannot be achieved if leaders do not recognize its benefits. Training should be provided to employees who are both interested and capable, as the success rate for uninterested or unqualified employees is very low.

a) Training serves as a foundation for the selection process when hiring employees.

b) Training serves as a foundation for transfers and promotions.

- For implementing transfers.
- For conducting promotions.

Many training programs continue to evolve as knowledge and practice are interconnected. Training outside the work organization, including external training institutions, also requires collaboration with other factors such as trainers or training institutions. These entities play a role in helping employees develop their intelligence, knowledge, and skills to a higher level.

Conducting training for employees requires a significant investment, but the benefits far outweigh the costs. With training, work can be performed more quickly and efficiently due to better guidance, reducing damage, minimizing waste, improving equipment utilization, and reducing workplace accidents.

Types of Training

To meet the company's needs for specific roles, training is necessary for employees.

According to Komarudin (1999:18), training can be categorized into three types:

1) Job Instruction Training.
2) Work Method Training.
3) Work Relationship Training.

According to Bedjo Siswanto (1997:188), training can also be classified into different types, including:

- General Education.
- Vocational Education.
- Skill Training.
- Vocational Training.

From these perspectives, training for employees is aimed at fostering, educating, refining attitudes and behaviors, and equipping them with skills relevant to their profession.

Training System or Methods

The training system or methods used in employee training are as follows:

According to Moekijat (1992:93), there are various methods for determining training needs:

1. Job analysis.
2. Psychological testing.
3. Personnel field examination.
4. Moral investigation.
5. Activity analysis.
6. Analytical methods.
7. Group therapy.

According to Heidjarachman Ranupandjojo and Suad Husnan (1999:55), training methods for operational employees can be classified into four main categories:

1. On-the-Job Training.
2. Vestibule School.
3. Apprenticeship.
4. Specialized Courses.

Another important factor to consider is the method of delivering training materials. The method must align with the nature of the training, the company's overall situation, and the desired type of training.

Commonly used methods, according to Maswan Asri and Awig Dwi Sulistyo Budi (1998:92), include:
a)   Literature Study.
b)   Job Rotation.
c)   Discussions.
d)   Coaching.
e)   Group Dynamics.
f)   Role Playing.
g)   Multiple Techniques.

During training, employees—whether individually or in groups—focus on what they find useful, stimulating, interesting, and aligned with their expectations. However, there is no guarantee that employees will fully absorb what is taught. This may be due to a lack of capability or frustration caused by inadequate training design, methods, or relevance. A key issue remains: employees will explore aspects of the training that interest them. After evaluating, they may experiment with new behaviors; if they find them beneficial, they will continue to practice and assess their effectiveness.

In the post-training stage, the overall goal is improved behavior and greater effectiveness among employees. Performance is defined as "a person's success in executing their job" or "successful role achievement" through their actions.

Employee Productivity
According to Tjahjana (1996:67), strong corporate commitment is essential for long-term business success. This can be summarized as follows:

1)   Business leaders initially establish and implement a business vision and strategy that aligns well with the company environment, forming the foundation of organizational commitment.

2)   The established vision and strategy must be continuously upheld and reinforced through written statements, verbal communication, and consistent behavior reflecting these values. Leaders and employees must demonstrate ongoing commitment to the business vision and strategy (Tjahjana, 1996:67).

According to Tjahjana (1996:7), in organizations with strong commitment, almost all business leaders adhere to well-established shared values and exhibit relatively consistent behavior patterns. The relationship between organizational commitment and corporate productivity is crucial for maintaining competitive advantage.

1)   **Goal Alignment**, as the company's commitment serves as a guiding bond that directs every group within the organization toward the same direction.
2)   **Employee Motivation**, as a strong organizational commitment means that employees share many common values. This creates a comfortable work environment, making employees feel valued, appreciated, and loyal, ultimately motivating them to work harder.
3)   **Control and Structure Creation**, as the company operates based on shared values and behavioral norms (Tjahjana, 1996: 7).

According to Ekuslie (1997: 78), productivity management is not just about evaluation but also about how to manage it to achieve its goals. In its implementation, the productivity management process consists of three stages:

1.   Goal Setting
         Effective work targets must meet four criteria:
-        **Specific**: The work target should be clear and precise, avoiding ambiguity in interpretation.

- **Measurable** : There should be a clear and concrete benchmark to assess whether an employee has succeeded or failed in achieving their productivity goals.
- **Challenging but Realistic** : The productivity target should be a challenging opportunity but still within a realistic reach.
- **Time-Bound** : The timeframe for achieving the productivity goals must be clearly defined (Ekuslie, 1997: 78).

2. Coaching and Support

Supervisors provide guidance and support to their subordinates throughout the year as they work towards their goals. Through coaching, supervisors have the opportunity to communicate, guide, and provide early corrections to subordinates in hopes of optimizing productivity achievement. Additionally, coaching allows subordinates to consult their supervisors regarding past, current, and future challenges. Effective coaching bridges the productivity gap, which is the discrepancy between expected and actual productivity (Ekuslie, 1997: 78).

3. Performance Appraisal

This process serves as a moment for employees to account for their performance over the year. It also assesses the subordinates' productivity based on clear and measurable criteria aligned with agreed-upon goals. The results of this appraisal will be used as a basis for determining appropriate actions for employees. To ensure the appraisal process has educational value, the process and results should be communicated openly by supervisors to subordinates (Ekuslie, 1997: 78).

According to Bernardin and Russel (1997: 379), productivity is defined as follows:
Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period.

This means that productivity is the output produced by an employee as a result of assigned work within a specific period. The emphasis is on the completed outcomes within a given timeframe.

To measure employee productivity levels, a performance system is typically used, developed through observations made by supervisors in each work unit. Various assessment methods, including direct interviews with employees, can be applied. The information gathered from productivity evaluations helps managers manage employee productivity, identify the causes of weaknesses or successes, and consider the necessary targets or improvement steps to achieve the company's goals.

Hypothesis
A hypothesis is a provisional conclusion that needs further verification. In relation to the issues mentioned above and the theoretical foundation presented, the author formulates a hypothesis as a temporary conclusion that serves as a guideline for this thesis discussion.

From the explanation above, the company's challenge is how to improve service quality, which impacts the achievement of corporate objectives. The author hypothesizes:
*"Training has a positive relationship with employee productivity at PT. REKSO NASIONAL FOOD (McDonald's) located at Mayjend Sungkono No. 153, Surabaya."*Companies that have competence in the fileds of marketing, manufacturing and innovation can make its as a sourch to achieve competitive advantage (Daengs GS, et al. 2020:1419).The research design is a plan to determine the resources and data that will be used to be processed in order to answer the research question. (Asep Iwa Soemantri, 2020:5).Standard of the company demands regarding the results or

output produced are intended to develop the company. (Istanti, Enny, 2021:560).Time management skills can facilitate the implementation of the work and plans outlined. (Rina Dewi, et al. 2020:14).Saat mengumpulkan sumber data, peneliti mengumpulkan sumber data berupa data mentah. Metode survei adalah metode pengupulan data primer dengan mengugunakan pertanyaan tertulis(Kumala Dewi, Indri et all, 2022 : 29).
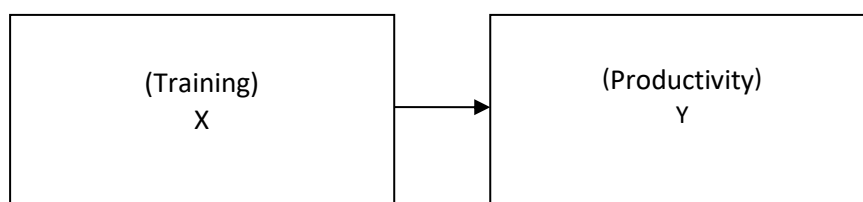
RESEARCHS METHODS

Conceptual Framework

In this research the author uses the concept:

X = Training

Y = Productivity

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┌──────────────────┐        ┌──────────────────┐
│   (Training)     │───────▶│  (Productivity)  │
│        X         │        │        Y         │
└──────────────────┘        └──────────────────┘
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Population and Sample

Population

refers to the total number of analytical units whose characteristics will be estimated (Singabun and Efendi, 1995:152). The total number of operational employees at McDonald's Mayjend Sungkono, Surabaya, is 30, represented as: N = 30

Sample

is a portion of the population used as the research object. In this study, the population size is equal to the sample size, n = 30

Operational Definitions and Research Variables

Operational definitions refer to aspects that can be observed in a study based on characteristics that can be defined and measured after analyzing the research problem. The variables and their operational definitions used in this study are as follows:

The analyzed variables in this research are defined as:

1. Work Productivity (Y)
2. Training (X)

Types and Sources of Data

a) Primary Data

b) Secondary Data

Analysis Techniques

a) Qualitative Analysis Method

b) Quantitative Analysis Method

The analysis technique used in this research is the *t-test*, which is applied within the mentioned analytical model. This allows the researcher to provide a clear depiction of the discussion results, which will be elaborated in *Chapter*

Data Processing

a) Editing (Sorting Data)

b) Coding (Classifying Data)

c) Tabulating (Data Tabulation)

Terminology Definition

The terminology used in this research includes:

- Training : refers to activities provided by the company outside the formal education system within a relatively short period. The purpose is to improve and develop employees' attitudes, behavior,

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skills, and knowledge so they can perform new tasks or enhance the execution of existing tasks through practical and theoretical approaches

RESULTS AND DISCUSSION
Research Findings Description
Problems Encountered

In essence, a company is established to generate **profit**, which is obtained through corporate earnings from sales. This goal helps assess whether a business is successful.However, in its daily operations, a company faces numerous challenges, both internal and external, which hinder its operational efficiency.

One of the issues faced by McDonald's Mayjend Sungkono, Surabaya, is a decline in employee productivity** in the service or counter section,which negatively impacts the company's revenue.

Causes of the Problem

As previously mentioned, the level of employee productivity in the service section at McDonald's Mayjend Sungkono, Surabaya, can be illustrated as follows:

TABLE Work Productivity Levels of Service/Counter Employees at McDonald's Mayjend Sungkono

Period: January 2011 – December 2011

(In Transaction Units)

MONTH	TARGET TRANSACTIONS	REALIZATION	PRODUCTIVITY WORK
January	6000	5861	97 %
February	6000	5990	99 %
March	6000	3682	61 %
April	6000	4725	78 %
May	6000	6285	104 %
June	6000	5624	93 %
July	6000	5473	91 %
August	6000	5560	92 %
September	6000	5764	96 %
Oktober	6000	4234	70 %
Nopember	6000	5674	94 %
December	6000	5995	99 %

Source: Company internal taken from lowest sales target (processed data)

Based on the table above, it shows that between the monthly transaction targets set by the company and their realization, some were met, but many were not met.

For example: for January the target set by the company was 6000 transactions per month, while the realization was achieved at 5861 transactions, with productivity of

97%. For February, the target set by the company was 6000 transactions per month, while the realization was achieved at 5990 transactions, with productivity of 99%. For March, the target set by the company was 6000 transactions per month, while the realization was achieved at 3682 transactions, with productivity of 61%. For April, the target set by the company was 6000 transactions per month, while the realization was achieved at 4725 transactions, with productivity of 78%. For May, the target set by the company was 6000 transactions per month, while the realization was achieved at 6285 transactions, with productivity of 104%. For June, the target set by the company was 6000 transactions per month, while the realization was achieved at 5624 transactions, with productivity of 93%. For July, the target set by the company was 6000 transactions per month, while the realization was achieved at 5473 transactions, with productivity of 91%. For August, the target set by the company was 6000 transactions per month, while the realization was achieved at 5560 transactions, with productivity of 92%. for September the target set by the company was 6000 transactions per month, while the realization was achieved at 5764 transactions, with productivity

by 96%. For October, the target set by the company was 6000 transactions per month, while the realization was achieved at 4234 transactions, with productivity of 70%. For November, the target set by the company was 6000 transactions per month, while the realization was achieved at 5674 transactions, with productivity of 94%. And for December the target set by the company was 6000 transactions per month, while the realization was achieved at 5995 transactions, with productivity of 99%.

Thus, the cause of the problem is due to the low level of work productivity of service employees, which may be caused by a lack of attention to factors supporting work productivity.

From the description above, it shows that the company's productivity level experiences ups and downs (unstable), therefore special handling is needed to achieve the set targets. One of them is by holding training for employees in the service sector with the aim of improving the quality of service to consumers.

For this reason, management has made an initiative by holding training aimed at service employees so that their work productivity can increase. For further details, below is a table of training implementation for McDonald's restaurant service employees, Major General Sungkono.

TABLE Data on Service Department Employee Training Activities
McDonald's Restaurant Mayjen Sungkono Surabaya
Period January 2011 – December 2011

B u l a n	Jumlah karyawan yang ikut pelatihan(X)
January	28
February	29
March	16
April	20

May	30
June	27
July	25
August	26
September	27
Oktober	18
Nopember	28
December	29

Source: Company internal (processed data)

From the table above, it can be explained that the training for January was attended by 28 people out of 30 service employees so that 2 people did not take part, in February there were 29 people and 1 person did not take part, in March there were 16 people and 14 people did not take part, in April there were 20 people and 10 people did not take part, in May there were 30 people and no one did not take part.

In June, 27 people participated and 13 people did not follow, in July there were 25 people and 5 people did not follow, while in August there were 26 people and 4 did not follow, in September there were 27 people and 3 did not follow, in October there were 18 people and 12 did not follow, in November there were 28 people and 2 did not follow and in December there were 27 people and 3 people did not participate.

Discussion
Model Analysis.

In this research, analysis is carried out as an effort to prove the truth of the proposed hypothesis, because a hypothesis is a temporary conclusion and therefore whether a hypothesis is accepted or not really depends on data processing that can prove its truth.

To test the hypothesis whether training has a significant relationship with the work productivity of service employees at McDonald's Mayjen Sungkono Surabaya Restaurant, the correlation criteria method was used with the following basic formula:

$$r = \frac{N\sum xy - \sum x \cdot \sum y}{\sqrt{N\sum x - (\sum x)^2} \; \sqrt{N\sum y - (\sum y)^2}}$$

Where :

N = Number of Population.

X = Training Variable.

Y = Work productivity variable, and

r = Correlation Coefficient between X and Y.

The r value varies from (-1) through 0 to (+1). If r = 0 or close to 0, then the correlation is said to be very weak or there is no relationship at all. If r = (+1) or close to 1, then the correlation is said to be positive or in the same direction and very strong. If r = (-1) or close to (-1), then the correlation is said to be very strong but negative.

To determine a meaningful relationship between two variables X and Y, the t test is used with the formula:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

where: r = Correlation coefficient; And

n = number of samples.

With criteria:

H0 is rejected if t count > t table.

H0 is accepted if t count < t table.

In this research the author observed 2 (two) groups of variables, namely:

1. Independent variable (X) = training.

Is the number of employees who take part in training.

2. Dependent variable (Y) = work productivity.

Is a comparison between transaction targets and realization, namely

realization divided by transaction target, comparison between targets

transactions with realization, namely realization divided by transaction target.

Hypothesis Testing.

To prove whether the hypothesis proposed by the author is proven, the following will be described and explained using simple correlation statistical tests and t-tests. The comparative correlation between training activities and work productivity is as follows

TABLE Calculation of Correlation Values Between Training and

Work Productivity of Service Department Employees

McDonald's Restaurant Mayjen Sungkono Surabaya

Period January 2010 – December 2011

Month	Y	X	X.Y	X²	Y²
January	0.97	28	27.16	784	0.9409
February	0.99	29	28.71	841	0.9801
March	0.61	29	9.76	256	0.3721
April	0.78	20	15.6	400	0.6084
May	1.04	30	31.2	900	1.0816
June	0.93	27	25.11	729	0.8649
July	0.91	25	22.75	625	0.8281

August	0.92	26	23.92	676	0.8464
September	0.96	27	25.92	729	0.9216
Oktober	0.7	18	12.6	324	0.49
Nopember	0.94	28	26.32	784	0.8836
December	0.99	29	28.71	841	0.9801
Jumlah	10.74	303	277.76	7889	9.7978

Information :

X = Training

Y = Productivity

$$r = \frac{N\sum xy - \sum x \cdot \sum y}{\sqrt{N\sum x - (\sum x)^2} \quad \sqrt{N\sum y - (\sum y)^2}}$$

$$r = \frac{30 \cdot 277,76 - 303 \cdot 10,74}{\sqrt{30 \cdot 7889 - (91809)} \quad \sqrt{30 \cdot 9,7978 - 115,3476}}$$

$$r = \frac{5078,58}{5086,27} = 0,99$$

From the calculation above, it is known that the simple correlation (r) = 0.99, so it can be concluded that there is a strong and positive relationship between Variable X (training) and Variable Y (work productivity). To test whether the correlation coefficient (r) was obtained due to chance alone or whether there is a meaningful relationship between variables X and Y, the author will use a significance/significance test for the correlation (r). Thus, testing the value (r) is

$$t = \frac{r \sqrt{n-2}}{\sqrt{1 - r^2}}$$

$$t = \frac{0,99 \cdot \sqrt{30 - 2}}{\sqrt{1 - 0,98}} = 37,142$$

From the calculation above, the calculated t value is 37.142 > t table, which is 2.048. Thus, H0 is rejected and H1 is accepted. It

to test whether there really is a meaningful relationship between variable X and variable Y. The testing procedure is as follows:

1.   By using a significance level of 2.5% (0.025)

2.   Degree of freedom (degrees of freedom) = n-2 = 30-2 = 28 ; so the t table is known to be 2.048.

3.   Correlation (r) = 0.99.

can be concluded that the hypothesis that the author proposed previously was accepted. These results show that there is a

positive (unidirectional) relationship between variable X (training) and variable Y (work productivity).

Image of t-test statistics
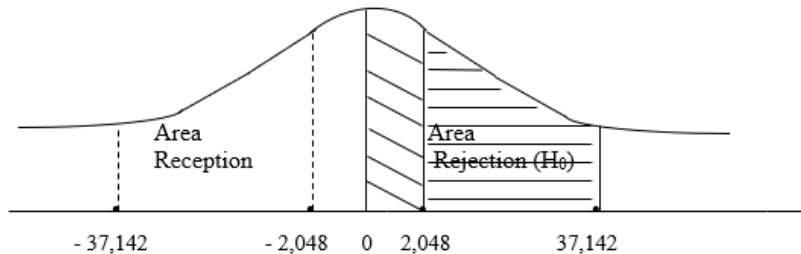
Source: Company Internal (processed data).

The Research model or framework is intended to further clarify the essence of the discussion of previous research result and the theoretical basis in the research, including the relationship between influential variables. (Enny Istanti, et al. 2024 : 150)This research will be conducted in three phases : measurement model (external model), structural model (internal model), and hypothesis testing. (Pramono Budi,et al., 2023 ; 970). Through this process, employees are given training and development that is relevant to their job performance, so that they are expected to carry out their job responsibilities as well as possible. (Abdul Aziz Sholeh et.al. 2024:82) Choosing is part of a problem-solving effort as well as part of the decision-making process. Therefore, the right purchasing decision is needed (Kristiawati Indriana et.al. 2019:28) Cooperation between government, industry, research institutions and civil society in designing and implementing, Strong commitment and cooperation from all stakeholders are the keys to the success of these efforts. (Gazali Salim et al. 2024 : 63) The SERVQUAL model includes calculating the difference between the values given by customers for each pair of statements related to expectations and perceptions (Diana Zuhro et al. 2024 : 98).

Conclusion.

1) The simple correlation coefficient (r) shows 0.99, which means it is close to 1, so it can be concluded that there is a strong and positive relationship between variable X (training) and Y (work productivity).

2) The t-test carried out shows that the calculated t is 37.142, which means > t table, namely 2.048. Thus, there is a strong and positive influence between variable X (training) on Y (work productivity).

3) Data from the employee productivity table shows that opening hours of up to 24 hours a day 7 days a week is considered inefficient between working hours and the number of visits so that it affects the company's income or you could say the company is losing money.

4) Job rotation of employees in the service department requires changes in both people and working hours, because the longer employees work in one section, it can result in work boredom, not to mention the company's work schedule which is open 24 hours; so that even though workers are considered competent and dexterous in their work, it does not

necessarily mean that the quality of their work will be better.

5) Lack of motivation from the company in carrying out training in the service department, both at the counter, drive thru and delivery service operators, so that the company's optimal transaction target cannot be achieved.

SUGGESTION

1. The company should mobilize its internal training institutions consisting of 2nd manager level up to crew leader (head of employees) to further develop employee skills, especially in the service or counter department, periodically at least once a year.

2. There is a need to add training materials to make them more interesting and supported by better learning infrastructure such as visual learning facilities and even bringing in experts from outside the company in relation to self-development, both in terms of appearance and behavior in order to achieve company targets.

3. Motivate employees more to participate more in supporting training activities held, both by the company and from outside the company.

4. There is a need to rotate the work of service/counter employees with other similar departments, for example the drive thru section or delivery service operators, apart from adding insight or knowledge about the variety of consumer behavior, so as not to create social disparities between employees and it is also deemed necessary to avoid boredom at work.

5. By adding new products or packages that are more diverse and innovative at affordable prices and do not abandon the characteristics of the company's patented products, it is hoped that this will attract more consumers.

6. Providing events or supporting activities that attract more visitors, both teenagers and families, need to be more intensive, such as live music or competition events specifically for children, especially those who do not have a McKids (McDonald's Kids Member) membership card, especially during school holidays, New Year, national holidays and weekends; so that it is hoped that the company's revenue or income can increase.

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