

TRAINEE WORK SYSTEM DESIGN IN THE HOT KITCHEN SECTION OF NOVOTEL HOTEL TANGERANG

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ABSTRACT

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Work System Design is a work system design made by the company based on company factors and goals, which will later be used as an essential reference regarding task descriptions for each employee. Task descriptions help define each job from the department so that the work undertaken is systematic to achieve the company's goals. Seeing the importance of this, the author researched the work system design at Novotel Tangerang Hotel, especially in the Food and Beverage Product Department for trainees in the Hot Kitchen. The background of this problem is that the work done by trainees in the hot kitchen still needs to be well structured. The problem is that the company needs a written trainee work system design. This research uses qualitative methods with data collection techniques in the form of observation, interviews, and literature studies with the help of voice recording devices and cameras to answer problem formulations. The result obtained is that the work system design for trainees is formed based on organizational culture or in the sense that there is no work system design for trainees in writing by the company because work for trainees can change over time.



Introduction

Tangerang is becoming one of the industrial centers in Indonesia, with many large companies operating in the region, especially in the manufacturing and processing sectors (Gunawan, 2022). In addition, Tangerang also has attractive tourism potential, such as historical sites, culinary tours, and shopping centers. In recent years, the Tangerang City government has made various efforts to improve the community's quality of life and welfare by building flats, developing education and health centers, and developing green areas and city parks. This makes Tangerang City more developed and exciting to visit and be used as a place to live (Shabrina, 2017).

Novotel Tangerang is a 4-star hotel located in the middle of Tangerang. Novotel Tangerang is one of the hotels under the auspices of the Accor Group, established on March 8, 2014, and became the 85th hotel established and operated by Accor in Indonesia. Novotel Tangerang also has contracts with several international airlines, so every day, the room is also guaranteed to be filled with aircrew from airlines that cooperate with Novotel Tangerang, namely Turkish Airlines, Emirates, Qatar Airways, and Korean Air.

Novotel Tangerang Hotel has several departments, one of which is the Food and Beverage Product Department (FNB Produk), which is a department responsible for

food and beverage service and processing; there are several sections, namely pastry, garde monster, banquet, butcher, and hot kitchen. Therefore, in the FnB department, this product must have good skills, be responsive, and consistently do its work. Every employee must be able to improve the quality of work, quantity, effectiveness, and timeliness in work because, according to Sari (2019), Employees can be said to be the key to success that determines the development of the company or organization in achieving a goal (Putri, 2023).

Each department has its work system design; work system design or work system design, according to Luthan (2006), is a method management uses to develop work content, including all relevant tasks, construction processes, and work revisions. The work system at Novotel Tangerang Hot Kitchen has been appropriately designed and correctly according to the company's procedures, principles, and objectives for chefs, staff, and all employees. Work system design is needed in every job to solve an existing problem and achieve specific company goals (Dewi, Bagia, & Susila, 2018). Work system design is designing and organizing various elements, processes, and activities to increase work efficiency and productivity. The ultimate goal of work system design is to create a safe, efficient, and productive work environment for workers and provide optimal results for the company (Darim, 2020).

The existence of additional human resources in a company is an asset that is needed to help optimize its services. The role of trainees in the hot kitchen section of Novotel Tangerang Hotel is needed because of the need for more staff and casual available, with many jobs accompanied by crowded hotel guests. Trainees in the hot kitchen section maintain every stall and buffet in the hotel restaurant at breakfast, lunch, and dinner times. Therefore, in carrying out their duties, each trainee must be guided and given information about existing operational standards; in this training, the role of staff and casual is needed to guide and direct work for each trainee to achieve the desired work system. The problem is the need for more knowledge about the work system for trainees because there is no written work system for trainees, only based on the culture from the beginning of accepting new trainees. This results in trainee work needs to be more systematic, and the results of the work carried out are less than optimal, starting from food preparation, buffet care, and speed of work (Cellak, 2022).

These problems result in additional tasks outside the usual job description (preparation and buffet guarding), such as guarding events, weddings, preparing coffee breaks, and sometimes being pulled to other sections. Several trainees were withdrawn as kitchen admins responsible for food waste (wasted food waste), resulting in double jobs in hot kitchens. Seeing these problems, it is necessary to reaffirm the design of the work system and operational standards applied in this hot kitchen section (Pekersen, 2020).

This study aims to convey the importance of introducing the work system for trainees at the Novotel Tangerang Hotel Kitchen with the title "Trainee Work System Design in the Hot Kitchen Section of Novotel Tangerang Hotel" to find out whether the work system design has been carried out properly by the procedures, principles, and objectives of the company or is still not appropriately implemented, and to introduce the organizational culture in the hot kitchen of Novotel Tangerang Hotel.

Research Methods

The author's research method is qualitative. According to Ervina and Octavian (2016: 151), descriptive research collects and analyses data critically. Qualitative Data Collection Methods and Techniques carried out by the author are by conducting interviews, observations, and documentation. Research instruments that help conduct interviews include voice recording devices from cell phones and taking pictures of documents or results. As for observation, the author plunged directly into the field as one of the trainees who observed the work system there. According to Saryono (2010), qualitative research is research used to investigate, find, describe, and explain the traits or characteristics of social influence that cannot be explained, measured, or explained by quantitative methods.

Table 1
Data Informers

No	Population	Sum
1	Executive Sous Chef	1
2	Sous Chef	1
3	Commis Chef	1
4	Casual	1
5	Trainees	2

Research Location

Novotel Tangerang is located at Tangcity Superblock, Jl. Jenderal Sudirman No.1, Babakan, Kec. Tangerang, Kota Tangerang, Banten 15118. Novotel Tangerang is located in the middle of Tangerang City, close to the business and commercial district of Serpong, Tangerang. The strategic location makes it easy for tourists to find the place. Novotel Tangerang is directly adjacent to one of the best malls in Tangerang City, namely Tangcity Mall Tangerang. The location is close to Soekarno Hatta Airport and the business district, making Novotel Tangerang crowded with foreign guests and used as a company meeting place.

Results and Discussion

Application of Trainee Work System Design in the Hot Kitchen Section of Novotel Tangerang Hotel

Work system design or work system design is the same as the job description or work intended per each position in a department. The purpose of the job description itself is so that the work system undertaken is more detailed and has its responsibilities to achieve the goals of the company as said by the Talent & Culture Manager through the Talent & Culture Manager trainees, namely, "Cooperation System Design is the same thing as the Job Description." This statement is in line with the quote by Herjanto (2001) explaining that job design is the details of a task and how the task or activity is carried out, which means that there is a relationship between the design of the work system and the job description of each employee in a company.

The implementation of the work system or job description of the hot kitchen trainee is quite well done, as said by Saus Chef Novotel Tangerang; "The work done has been good, the speed of work is also quite good, very cooperative and loyal" coupled with a statement from the Commis Chef Novotel Tangerang; "Able to complete work well, active in asking questions and fast work movement."

Novotel Tangerang Hotel batch 13 hot kitchen trainees are known to work quite well and quickly develop because more trainees from campus, and some of them have run two trainee periods. The statement was praised by one of the speakers from Casual Kitchen, Novotel Tangerang, who is now appointed as Commis Chef. He said, "The trainees of batch 13 have good performance, are quick to respond, and dexterous because many college students are active and fast at work".

The lack of guidance and training from the existing kitchen staff, trainees can adapt well to the existing work environment and work culture; this statement was approved by the Commis Chef and Casual Kitchen Hotel Novotel Tangerang by stating that the guidance and training provided was still lacking because there was too much work to be tired in providing teaching from the beginning. However, because of the active questioning of trainees, the teaching knowledge gained is quite a lot so that they can develop their skills.

The design of the work system for trainees is formed based on organizational culture or habits that have been carried out since the beginning of accepting new trainees at Novotel Tangerang Hotel with the meaning that there is no working system or job description for trainees in writing made by the company. The company stated that the design of the work system for trainees is to follow the job description of the existing staff, or it could be by following the job direction of the executive chef.

The job description written and set by the company will maximize the work results by the trainee so that it can help meet what is expected by the company; this is supported by research on the impact resulting from a job analysis (Safdar et al., 2010) in the form of a job description Can be used continuously or as a basis for human resource management in making decisions on workers because job analysis will produce job descriptions of several positions in the company, which can be used as a standard reference in worker management.

The following trainee job description, according to a statement from the executive sous chef, is as follows:

- a. Prepare Food Daily; trainees in the hot kitchen prepare breakfast, lunch, and dinner menu; Preparation for stall breakfast, lunch, dinner, and event; Preparation of food for the arrival of crew and VIP guests; Preparation for ala carte.
- b. Maintain breakfast, lunch, and dinner sections; His job is to guard the stall and refill the buffet at breakfast, lunch and dinner.
- c. Make sure that the kitchen's hygiene is up to standard; Keep the kitchen, food, and tools clean. Ensure the condition of the kitchen and food remains hygienic during the cooking process.

- d. Work well with a team in a fast-paced environment; Have good teamwork, and follow the staff's directions in the hot kitchen section.

Additional job descriptions for hot kitchen trainees are as follows:

- a. Preparation in other sections: Help with preparation in sections that need more people, for example, in Garde Monster because the room is adjacent to the hot kitchen.
- b. Creation of Food Waste Data: Calculate wasted food and leftovers that can still be used the next day, which are then entered into Excel until uploaded to GAIA (company food waste results recapping website) for company meeting materials.

The following is the application of the trainee work system in the hot kitchen section of Novotel Tangerang Hotel by the design of the work system made based on organizational culture by the Executive Sous Chef.

Table 2
Application of Trainee Performance

No	Job Description	Information
1	Prepare food daily	Has good artistry
2	Maintain breakfast, lunch, and dinner sections	Has good service
3	Make sure that the kitchen's hygiene is up to standard	Has good hygiene standards
4	Work well with a team in a fast-paced working environment	Have good teamwork

Source: processing research data

The following is an additional trainee job description that usually occurs before the main job is completed in the Hot Kitchen Section of Novotel Tangerang Hotel:

Table 3
Application Job Description Additional Trainees

No	Job Description	Information
1	Preparation in other sections	Has good performance outside the section
2	Creation of Food Waste Data	Have reasonable responsibilities outside the main job

Source: processing research data

If associated with Robbin's theory (2016), the application of the work system in the hot kitchen trainees of Novotel Tangerang Hotel is as follows:

Quality of Work

Based on the results of interviews related to the quality of trainee work in the hot kitchen section of Novotel Tangerang Hotel, it is good to have good skills and therapy in trainee standards because they have activeness and enthusiasm in work. By the

existing commis chef and casual statements, namely, "The trainees of this batch have good performance and produce good work as well; they are mostly active in asking questions and dexterous in working."

Working Quantity

The results of the research conducted a statement that the quantity of work of hot kitchen trainees is pretty good with all the shortcomings that exist; hot kitchen trainees have several personnel of approximately five people with a charge per day of approximately 3-4 people, with this number having a time limit of approximately 11 hours can complete all their work ranging from breakfast care to food preparation. The results in this stage are perfect because they can work quickly even though they only have 3 to 4 people daily. This statement is to the results of interviews with casual and hot kitchen trainees of Novotel Tangerang Hotel, who said, "They have a good quantity of work, although with a fairly small amount, especially when some of their friends are unable to attend due to illness, but the work done is still good, and the speed of work is quite good although of course there is help from casual people so as not to exceed the company's working hours (overtime)."

Timeliness

In the results of the interview, it was concluded that punctuality in the performance of hot kitchen trainees of Novotel Tangerang Hotel was still unable to manage time, and the work done still needed to be more appropriate and interfered with other work. Some obstacles often occur from personal personnel, and sometimes additional work must be done first until the main work is left. As a result, not all work can be completed and thrown on casual, or sometimes work can be completed all but requires more time (overtime). The statement underlying this results from an interview with batch 13 trainees, who said, "Our work sometimes does not match the time because sometimes one or two of my friends have to be pulled into other jobs, namely taking care of food waste and GAIA. Sometimes, it was also pulled to another section because, at that time, no trainees were charged there because they were sick. Therefore, our working hours interfere with other work, and we need casual assistance to keep completing on time".

Effectiveness

Based on the interviews conducted during the research period, the effectiveness of the Novotel Tangerang Hotel hot kitchen trainees was quite good. The Effectiveness of utilizing available tools and materials, although sometimes damaged tools and cooking ingredients are not in good condition, can be solved using other tools and materials with the same function and goal results. This statement is the same as the interview results of batch 13 trainees who said, "We have been caught with a broken tool, namely a blender to make wave sauce, so we use a chopper as a substitute even though the results are not smooth, but it does not matter, and also we have lacked mozzarella cheese for condiment omellete, But instead we use parmesan cheese because at that time only parmesan cheese was available."

Independence

The results of the research that has been done show that at this stage, there is an increase in performance produced by hot kitchen trainees because, in the process of

approximately one month, trainees can be released by themselves. They can do their work without any more supervision and teaching provided.

Improved Trainee Performance in the Hot Kitchen Section of Novotel Tangerang Hotel

The performance of trainees in the hot kitchen section of Novotel Tangerang Hotel was able to experience a significant improvement during the training period of approximately six months, with three months experiencing rolling or section transfer. With the transfer period, they can increase the insight of trainees and improve the skills they have to be able to learn other things to train their abilities and performance. The following are the points for increasing trainee performance in the hot kitchen section of Novotel Tangerang Hotel based on Robbin's theory (2016), which are as follows:

- a. Quality of work: Improve your cooking skills and ability to cut and process cooking ingredients.
- b. Work quantity: Improve good teamwork; Improve the ability to work quickly and precisely
- c. Effectiveness: Utilising available tools and materials Improves thinking about finding solutions.
- d. Independence: Gain insight into the world of work in the hotel kitchen; Able to make menu innovations for hotels; Improve the ability to work independently.

From the theory above, it can be concluded that the performance of trainees in the hot kitchen section of the hotel Tangerang can increase the quality of work, quantity, effectiveness and independence in work. However, some things must be improved in trainees' performance in the hot kitchen section of Novotel Tangerang Hotel, namely at the point of punctuality. To achieve five benchmark points for improving performance from Robbins (2016) in the hotel, the hotel needs to hold training and introduction first for trainees in each section, especially in the hot kitchen section (Hasanah, 2021).

Training is essential to retain, maintain, and maintain employees and, at the same time, improve their expertise to improve their performance. Therefore, the training provided is not only to improve organizational goals but can result in improved performance for each existing trainee. This statement is similar to Sulistiyani and Rosidah's saying that training systematically changes employees' behavior to improve organizational goals (Fitri, Herwan, & Putri, 2023).

Improving performance can also improve their skills; they quickly adapt to the next world of work and have good morale. The excellent result from the training period is an increase in the skills and knowledge of participants. Training can help improve an individual's qualifications and competencies in a particular field, improving their career opportunities and performance in the workplace. In addition, training can also improve efficiency and productivity in the workplace and help create a better and more structured work environment. The seven main objectives of training programs are improving performance, improving employee skills, avoiding managerial obsolescence, solving problems, orienting new employees, preparing for promotion and managerial success, and satisfying personal development needs. The seven main objectives of the training program can be realized during the training period provided by the Novotel Tangerang Otel company (Hartanto, 2019).

Timeliness

Based on the results of interviews and research, there is one point from the benchmark for increasing performance based on Robbin's theory (2016), which needs to be done better. Punctuality in the trainee work process in the hot kitchen section still cannot be carried out properly because of several obstacles from personnel and the company. There are several advantages and disadvantages of this, namely:

1. The advantage obtained is to have more knowledge about other jobs outside the job description section.
2. The shortcomings are that the work process becomes long, interferes with other working hours and relies on casual assistance to replace less personnel.

This is still not in line with Robbins' theory (2016), which says that punctuality is the level of activity completed at the beginning of the stated time, seen from the point of coordination with output results and maximizing the time available for other activities (Robbins, 2016, p. 261). Therefore, efforts must be made to improve it by designing a working system for trainees so that the work is more structured and clear when first working. This can enable trainees to manage time and work without exceeding the time limit (overtime).

Conclusion

Implementing the Work System Design for trainees in the hot kitchen section of Novotel Tangerang Hotel has been done well, both in terms of main jobs and additional jobs. Trainees can improve performance based on theories about indicators of increasing performance from Robbins (2016), which include work quality, quantity, effectiveness and independence. The increase in trainee performance in the hot kitchen section of Novotel Tangerang Hotel, if associated with Robbins' theory (2016) about measuring instruments for increasing performance, is pretty good in terms of quality, quantity, effectiveness and independence. However, the punctuality point still needs to be fulfilled perfectly due to several obstacles from personnel, organizations, and companies.

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