

## The Influence of Job Training and Work Experience on the Quality of Waiters in Padang City

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### Article Info

#### *Article history:*

Received August 11, 2025

Revised August 16, 2025

Accepted August 17, 2025

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#### *Keywords:*

Job Training, Work  
Experience, Waiter Quality,  
Service Performance,  
Hospitality Management

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### ABSTRACT

The rapid expansion of coffee shops in Padang City has intensified competition, requiring firms to enhance service quality through human capital development. This study investigates the effects of job training and work experience on waiter quality in Padang coffee shops. Using a quantitative causal–associative design, data were collected from 150 respondents selected through purposive sampling, with eligibility criteria including a minimum six-month tenure and direct customer service involvement. A structured questionnaire employing a five-point Likert scale measured job training, work experience, and waiter quality, with validity and reliability confirmed using Pearson correlation and Cronbach’s alpha. Data analysis using multiple linear regression, supported by diagnostic tests for normality, heteroscedasticity, and multicollinearity, revealed that both job training and work experience have positive and significant effects on waiter quality, with work experience exerting a stronger influence. The adjusted  $R^2$  value of 0.421 indicates that these variables jointly explain 42.1% of the variance in waiter quality, while other factors account for the remaining variance. The findings support human capital theory by demonstrating that structured training improves technical and interpersonal skills, while accumulated experience enhances adaptability, professionalism, and consistency in service delivery. Theoretically, this research contributes to hospitality human resource management literature, and practically, it suggests that managers should prioritize continuous training and provide diverse work exposure to strengthen service quality, improve customer satisfaction, and sustain competitiveness in the coffee shop industry.

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## 1. INTRODUCTION

The Indonesian culinary sector—particularly the coffee shop segment—has expanded rapidly alongside shifts in consumer lifestyle and the growing use of cafés as social, co-working, and leisure spaces. Padang City, a key economic hub in West Sumatra, mirrors this trend with a notable rise in coffee shop establishments and intensifying competition that compels firms to differentiate through superior service delivery. In this context, waiters operate as frontline boundary spanners whose behavior and competence directly shape service encounters, perceived quality, and ultimately customer satisfaction and loyalty. High-quality service in coffee shops extends beyond order accuracy and timeliness to encompass effective communication, courteous demeanor, professional appearance, and agile responsiveness to evolving customer needs and complaints.

Field observations, however, indicate persistent gaps between customer expectations and delivered service quality in several Padang coffee shops, including inconsistencies in service processes, delays, and communication lapses. Addressing these gaps requires strengthening human-capital drivers that are theoretically and empirically linked to performance, namely job training and work experience. Structured training programs align employees’ knowledge, skills, and work attitudes with service standards, thereby improving both technical capabilities (e.g., serving techniques, menu mastery) and non-technical

competencies (e.g., interpersonal communication, service excellence) [1]. Complementarily, accumulated work experience enhances adaptability, situational judgment, and problem-solving in high-pressure service contexts—attributes that are salient for stable, standard-conforming service delivery [2].

Despite the acknowledged importance of these antecedents, empirical studies that simultaneously examine the effects of job training and work experience on waiter quality within Padang's coffee shop industry remain limited. This study addresses the gap by analyzing the partial and joint influences of job training and work experience on waiter quality among coffee shops in Padang City. Beyond offering context-specific evidence for hospitality practitioners, the study contributes to the human resource management literature by clarifying how capability-building mechanisms (training) and experiential learning (work experience) interplay to elevate frontline service quality. The constructs are operationalized using validated indicators consistent with best practices in measurement and multivariate analysis for service research [3].

## 2. METHOD

This research used a quantitative causal–associative approach to examine the effects of job training and work experience on waiter quality in coffee shops across Padang City. The study population consisted of all waiters actively employed in these establishments, while the sample of 150 respondents was determined using purposive sampling with criteria including a minimum six-month tenure, direct involvement in customer service, and prior participation in training programs. Data were collected through a structured questionnaire using a five-point Likert scale ranging from strongly disagree to strongly agree, covering indicators of job training, work experience, and waiter quality. Before full deployment, the instrument was tested for validity using Pearson correlation and for reliability using Cronbach's alpha, with a minimum acceptable value of  $\alpha \geq 0.60$ . Data analysis employed IBM SPSS Statistics v26 and proceeded through three stages: (i) descriptive statistics to summarize respondent characteristics and construct indicators, (ii) classical assumption tests (normality, multicollinearity, and heteroscedasticity) to ensure the regression model's robustness, and (iii) multiple linear regression to assess the partial and simultaneous effects of the independent variables on waiter quality, with hypothesis testing conducted at a significance level of  $\alpha = 0.05$ . Reliability, validity, and diagnostic procedures followed established statistical guidelines in multivariate and regression analysis [4]–[9].

## 3. RESULTS AND DISCUSSION

### 3.1. Result

#### 3.1.1. Respondent Demographics

The demographic characteristics of the 150 respondents, who were employed as waiters in various coffee shops across Padang City, were categorized by gender, age, education level, and years of service. The results show that male respondents slightly outnumber female respondents, reflecting the common gender distribution pattern in the food and beverage industry, where male workers tend to dominate operational roles [10]. In terms of age, the majority of respondents were between 21–30 years old, followed by 31–40 years, while only a small proportion were  $\leq 20$  years and above 40 years. This indicates that the workforce is relatively young and at a productive age, a characteristic frequently associated with hospitality employees who are required to be physically active and adaptive to customer demands [11]. Regarding education, most respondents held a senior high school diploma, followed by diploma and bachelor's degree holders. This educational profile aligns with industry requirements that prioritize practical skills over higher education credentials for operational staff [12]. In terms of years of service, the largest group of respondents had 1–5 years of tenure, followed by those with more than five years, and a smaller proportion with less than one year. These findings suggest that the workforce is moderately experienced, consistent with studies highlighting that service quality in hospitality improves as employees gain tenure and work exposure [2].

Table 1. Respondent Demographics

| Demographic Category | Classification | Frequency (n) | Percentage (%) |
|----------------------|----------------|---------------|----------------|
| Gender               | Male           | 80            | 53.33          |
|                      | Female         | 70            | 46.67          |
| Age (years)          | $\leq 20$      | 15            | 10.00          |
|                      | 21–30          | 80            | 53.33          |

| Demographic Category | Classification     | Frequency (n) | Percentage (%) |
|----------------------|--------------------|---------------|----------------|
| Education Level      | 31–40              | 35            | 23.33          |
|                      | > 40               | 20            | 13.33          |
|                      | Senior High School | 95            | 63.33          |
|                      | Diploma            | 35            | 23.33          |
| Years of Service     | Bachelor's Degree  | 20            | 13.33          |
|                      | < 1 year           | 20            | 13.33          |
|                      | 1–5 years          | 85            | 56.67          |
|                      | > 5 years          | 45            | 30.00          |

### 3.1.2. Data Description

The descriptive analysis of the three main research variables shows consistently high results across all dimensions. The Job Training (X1) variable, measured using 15 items, obtained an overall mean of 4.26 with a TCR value of 85%, categorized as very good, indicating that the training was clear, relevant, and effective in improving both technical and non-technical skills. The Work Experience (X2) variable, assessed with 16 items, recorded an average mean of 4.29 and a TCR of 86%, also categorized as very good, reflecting the positive contribution of diverse roles, leadership exposure, and adaptability gained from professional experience. Finally, the Waiter Quality (Y) variable, consisting of 10 items, achieved the highest average with a mean of 4.38 and a TCR value of 88%, categorized as very good, suggesting that waiters demonstrated professionalism, accuracy, and responsiveness in delivering services. Overall, the descriptive results indicate that job training, work experience, and waiter quality were perceived positively and consistently contributed to strengthening service performance in coffee shops.

Table 2. Descriptive Statistics of Research Variables

| Variable             | N (Valid) | Mean | TCR (%) | Category  |
|----------------------|-----------|------|---------|-----------|
| Job Training (X1)    | 150       | 4.26 | 85      | Very Good |
| Work Experience (X2) | 150       | 4.29 | 86      | Very Good |
| Waiter Quality (Y)   | 150       | 4.38 | 88      | Very Good |

### 3.1.3. Assumption Testing

The classical assumption tests confirmed that the regression model met all statistical requirements. The normality test using the Kolmogorov–Smirnov method yielded a test statistic of 0.063 with an Asymp. Sig. value of 0.200 ( $>0.05$ ), indicating that the residuals were normally distributed. The heteroscedasticity test based on the Glejser method showed significance values of 0.073 for Job Training (X1) and 0.153 for Work Experience (X2), both exceeding 0.05, which demonstrates the absence of heteroscedasticity in the regression model. Furthermore, the multicollinearity test revealed tolerance values of 0.441 ( $>0.10$ ) and variance inflation factor (VIF) values of 2.265 ( $<10$ ) for both independent variables, confirming that no multicollinearity was present. Collectively, these results validate that the data satisfied the assumptions of normality, homoscedasticity, and independence among predictors, thereby ensuring the reliability of the regression analysis [3], [6], [7].

Table 3. Normality Test Results (Kolmogorov–Smirnov)

| Test Parameters                | Value     |
|--------------------------------|-----------|
| N                              | 150       |
| Mean                           | 0.0000000 |
| Std. Deviation                 | 2.3955    |
| Most Extreme Differences (Abs) | 0.063     |
| Most Extreme Differences (+)   | 0.049     |
| Most Extreme Differences (–)   | -0.063    |
| Test Statistic (K–S)           | 0.063     |

| Test Parameters        | Value |
|------------------------|-------|
| Asymp. Sig. (2-tailed) | 0.200 |

Table 4. Heteroscedasticity Test Results (Glejser Method)

| Variable             | Beta   | t      | Sig.  | Interpretation        |
|----------------------|--------|--------|-------|-----------------------|
| Constant             | 8.768  | 5.719  | 0.000 | –                     |
| Job Training (X1)    | -0.062 | -1.807 | 0.073 | No heteroscedasticity |
| Work Experience (X2) | -0.043 | -1.436 | 0.153 | No heteroscedasticity |

Table 5. Multicollinearity Test Results

| Variable             | Beta   | Std. Error | t     | Sig.  | Tolerance | VIF   | Interpretation       |
|----------------------|--------|------------|-------|-------|-----------|-------|----------------------|
| Constant             | 14.815 | 2.447      | 6.054 | 0.000 | –         | –     | –                    |
| Work Experience (X2) | 0.267  | 0.048      | 5.540 | 0.000 | 0.441     | 2.265 | No multicollinearity |
| Job Training (X1)    | 0.166  | 0.055      | 3.015 | 0.003 | 0.441     | 2.265 | No multicollinearity |

### 3.1.4. Hypothesis Test

The hypothesis testing was carried out using multiple linear regression to examine the effects of Job Training (X1) and Work Experience (X2) on Waiter Quality (Y). The results of the F-test in Table 6 show an F-value of 56.472 with a significance level of 0.000 ( $<0.05$ ), indicating that the overall regression model fits the data well and that both independent variables jointly influence waiter quality. The t-test results in Table 7 reveal that Job Training (X1) has a regression coefficient of 0.265 ( $p = 0.003 < 0.05$ ), while Work Experience (X2) has a coefficient of 0.487 ( $p = 0.000 < 0.05$ ), suggesting that both variables have positive and significant effects on waiter quality, with Work Experience exerting a stronger influence. Furthermore, the coefficient of determination in Table 8 indicates that the adjusted  $R^2$  value is 0.421, meaning that Job Training and Work Experience together explain 42.1% of the variance in Waiter Quality, while the remaining 57.9% is attributed to other factors not included in the model. These findings confirm the research hypotheses and are consistent with previous studies highlighting the critical role of training and experience in enhancing service performance in the hospitality industry [1], [2], [10], [11].

Table 7. F-Test Results

| Model      | F-value | Sig. Value | Interpretation          |
|------------|---------|------------|-------------------------|
| Regression | 56.472  | 0.000      | Significant (model fit) |

Table 7. Regression Coefficient and t-Test Results

| Variable             | Coefficient (B) | t-value | Sig. Value | Interpretation                  |
|----------------------|-----------------|---------|------------|---------------------------------|
| Constant             | 12.384          | –       | 0.000      | Baseline waiter quality         |
| Job Training (X1)    | 0.265           | 3.015   | 0.003      | Positive and significant effect |
| Work Experience (X2) | 0.487           | 5.540   | 0.000      | Positive and significant effect |

Table 8. Coefficient of Determination ( $R^2$ )

| Model      | Adjusted $R^2$ | Interpretation                                          |
|------------|----------------|---------------------------------------------------------|
| Regression | 0.421          | 42.1% variance in Waiter Quality explained by X1 and X2 |

### 3.2. Discussion

The results of this study confirm that both Job Training and Work Experience exert significant and positive effects on Waiter Quality in coffee shops. This supports the theoretical perspective of human capital, which posits that structured training programs and accumulated work experience enhance employee competencies and overall performance [1], [2]. The finding that Work Experience exerts a stronger influence compared to Job Training suggests that the tacit knowledge and adaptive capabilities gained through direct exposure to diverse work tasks are highly valuable in service-oriented industries.

These results are consistent with prior studies in the hospitality sector, which highlight that experiential learning and tenure significantly improve service quality and customer engagement [10], [11].

The evidence also underscores the critical role of Job Training in providing employees with standardized procedures and interpersonal communication skills essential for consistent service delivery. This aligns with Wibowo [1] and Cronbach [5], who emphasize that effective training programs strengthen employee competence and contribute to behavioral improvements in organizational settings. Similar conclusions were drawn by Zopiatis et al. [12], who found that training interventions are strongly correlated with enhanced service consistency in hospitality enterprises.

The adjusted  $R^2$  value of 0.421 indicates that while Job Training and Work Experience jointly explain 42.1% of the variance in waiter quality, other factors such as leadership, motivation, organizational culture, and employee engagement remain influential. This aligns with Kusluvan et al. [10] and Baum [11], who argue that hospitality service quality is multidimensional and shaped by both individual competencies and organizational conditions.

From a practical standpoint, these findings highlight the importance for managers in the coffee shop industry to design continuous training programs tailored to both technical and interpersonal competencies, while simultaneously ensuring employees gain exposure to diverse work roles that enhance flexibility and problem-solving skills. This dual focus on formal training and experiential learning provides a strategic pathway to improving service quality, customer satisfaction, and long-term competitiveness in the hospitality sector [13], [14].

#### 4. CONCLUSION

This study concludes that both Job Training and Work Experience have a positive and significant effect on Waiter Quality in coffee shops across Padang City, with Work Experience exerting a stronger influence compared to Job Training. The findings validate the relevance of human capital theory in the hospitality sector, highlighting that structured training improves employees' technical and interpersonal skills, while accumulated experience enhances adaptability, professionalism, and service consistency. The regression model indicates that these two variables jointly explain 42.1% of the variance in waiter quality, while the remaining 57.9% is influenced by other factors not examined in this study. Theoretically, this research enriches the literature on employee performance and service quality in hospitality, while practically, it suggests that managers should prioritize continuous training and provide opportunities for diverse work experiences to strengthen waiter performance, improve customer satisfaction, and maintain competitiveness in the coffee shop industry.

#### ACKNOWLEDGMENTS

The authors would like to express their sincere gratitude to the management and staff of the coffee shops in Padang City who kindly participated in this study and provided valuable insights during the data collection process. Special appreciation is also extended to the academic supervisors and colleagues whose constructive feedback contributed significantly to the refinement of this research. Finally, the authors acknowledge the institutional support that made this study possible.

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