



WAITRESS DEVELOPMENT IN IMPROVING PERFORMANCE IN HOTEL AND RESTAURANT BUSINESSES IN PAREPARE CITY

I Putu Suarta

Tata Hidang, Politeknik Pariwisata Makassar

putu.suarta61@gmail.com

Abstract

This study aims to analyze the development of waiters and waitresses in improving performance in hotel and restaurant businesses in Parepare City. The background of the study is based on the strategic role of waiters as the spearhead of service that is directly related to customer satisfaction and loyalty. The research method uses a qualitative approach with data collection techniques through interviews, observations, and documentation studies of hotel and restaurant managers. The results show that most waiters and waitresses in Parepare have not received adequate professional training, either in technical skills or soft skills, so that service quality is not optimal. The main constraints are limited training facilities, low work motivation, and the lack of sustainable human resource development programs. This study recommends the need for competency-based training, improved training facilities, foreign language proficiency, and local government support in implementing waiter development programs. Thus, it is hoped that the quality of hotel and restaurant services in Parepare City can improve, support business competitiveness, and strengthen the city's image as a tourism destination.

Keywords: Waiter Development, Performance, Hotel, Restaurant, Service

Abstrak

Penelitian ini bertujuan untuk menganalisis pengembangan pramusaji dalam meningkatkan kinerja pada usaha hotel dan restoran di Kota Parepare. Latar belakang penelitian berangkat dari peran strategis pramusaji sebagai ujung tombak layanan yang berhubungan langsung dengan kepuasan dan loyalitas pelanggan. Metode penelitian menggunakan pendekatan kualitatif dengan teknik pengumpulan data melalui wawancara, observasi, dan studi dokumentasi terhadap pengelola hotel dan restoran. Hasil penelitian menunjukkan bahwa sebagian besar pramusaji di Parepare belum mendapatkan pelatihan profesional yang memadai, baik dalam keterampilan teknis maupun soft skills, sehingga kualitas pelayanan belum optimal. Faktor kendala utama adalah keterbatasan fasilitas pelatihan, rendahnya motivasi kerja, serta kurangnya program pengembangan SDM yang berkesinambungan. Penelitian ini merekomendasikan perlunya pelatihan berbasis kompetensi, peningkatan fasilitas pelatihan, penguasaan bahasa asing, serta dukungan pemerintah daerah dalam penyelenggaraan program pengembangan pramusaji. Dengan demikian, diharapkan kualitas pelayanan hotel dan restoran di Kota Parepare dapat meningkat, mendukung daya saing usaha, dan memperkuat citra kota sebagai destinasi pariwisata.

Kata kunci: Pengembangan Pramusaji, Kinerja, Hotel, Restoran, Pelayanan



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INTRODUCTION

The hotel and restaurant industry plays a strategic role in the economy, particularly in promoting tourism and creating jobs. Good, high-quality service is key to determining a hotel or restaurant's attractiveness to customers. Within this industry, waiters and waitresses play a crucial role, spearheading direct interactions with guests. They are not only responsible for serving food and drinks but also for creating a pleasant guest experience, which ultimately impacts customer satisfaction and loyalty. Therefore, the quality of waiters and waitresses significantly impacts the image and operational success of hotels and restaurants.

Law No. 10 of 2009 concerning tourism in Article 1 states that tourism is a travel activity carried out by an individual or group of people by visiting certain places for recreational purposes, personal development, or studying the uniqueness of tourist attractions and visited for a temporary period. Meanwhile, tourism is a variety of tourism activities and is supported by various facilities and services provided by the community, entrepreneurs, government, and local governments. One component of tourism that is currently growing rapidly is the hotel business, it cannot be denied that the presence of accommodation facilities that prioritize guest comfort is something that every visitor or tourist really hopes for.

Parepare, a city in South Sulawesi, has significant potential in the tourism and hospitality sectors. Located on the coast, Parepare is known for its excellent accessibility, both by land and sea. The city continues to grow with the increasing number of tourists, both local and international, making the tourism sector a key pillar of the regional economy. Along with this growth, many new hotels and restaurants have sprung up to meet the growing market demand. However, this increase in businesses also brings its own challenges, particularly in maintaining consistent service quality. One major challenge is the availability of a skilled workforce who understands the standard operating procedures (SOPs) that meet the needs of the hospitality industry. While many waiters and waitresses are involved in this industry, most of them lack adequate training regarding their duties and responsibilities in providing quality service. This gap affects not only the performance of individual waiters and waitresses, but also the overall quality of service provided by hotels and restaurants in Parepare. Thus, the development of more structured and professional waiters is very necessary to create service standards that can increase customer satisfaction, as well as make Parepare a superior tourist destination in terms of service quality.

In the hotel and restaurant business, Human Resources are very important, because most of the products and services they have require professional knowledge, skills and attitudes or behavior. As previously explained, one of the departments that greatly determines the image of a hotel is the provision of food and beverage services in the food and beverage department.

Therefore, the ability of its employees to provide excellent service to guests is very necessary. The urgency of this research is very important, considering that Parepare City, which is a port city in South Sulawesi, has experienced significant development in the tourism sector and the hotel industry. This city has become one of the attractive destinations for tourists, with hotel and restaurant facilities that continue to develop to meet market needs. Many new hotel and restaurant businesses have emerged, which increases competition and makes service quality increasingly vital to win the hearts of customers. However, although the number of hotel and restaurant businesses continues to increase, many of the workforce, especially waiters, have not received adequate professional training. In this case, the development of waiters who have a professional understanding of their job descriptions is very necessary to improve business performance and service quality in Parepare City. This study aims to identify factors that can improve the quality of waiters' work, as well as analyze how human resource development in this field can contribute to increasing the competitiveness of hotel and restaurant businesses in the area.

However, in many areas, including Parepare City, there is often a gap in understanding the duties and responsibilities of waiters and waitresses, in accordance with professional standards. Many waiters perform their duties based on existing customs and without adequate training, resulting in a lack of understanding of the essence of their work in providing optimal service. In Parepare, despite the increasing number of hotels and restaurants, there is still a lack of human resource development, particularly in the service sector. Waiters working in these establishments often lack sufficient knowledge of international service standards, service ethics, and the interpersonal skills needed to deal with diverse guest characteristics. This creates a significant gap between the potential service delivery and the reality on the ground.

The quality of waiter service can influence customers' perceptions of their overall experience. When waiters demonstrate high levels of competence in technical skills, interpersonal communication, and sensitivity to customer needs, they can create a positive experience. This, in turn, increases the likelihood of customers returning to the service, recommending the business to others, and leaving positive reviews. Conversely, poor service quality from waiters can lead to customer complaints, a decline in the business's reputation, and even financial losses.¹ However, in many areas, including Parepare City, the strategic role of waiters is often underutilized. One of the main causes is the lack of structured training and competency development. Waiters often lack adequate professional education or relevant training to meet the operational standards expected in

¹ H. Haryono, "The Role of Service Quality in Hospitality: Impact on Customer Satisfaction and Loyalty," *Journal of Hospitality & Tourism Research* 48, no. 3 (2024): 435–52, <https://doi.org/10.1080/10963489.2024.1971243>; V. A. Zeithaml et al., "The Behavioral Consequences of Service Quality," *Journal of Marketing* 60, no. 2 (1996): 31–46, <https://doi.org/10.1177/002224299606000203>.

the hotel and restaurant industry. As a result, they have difficulty in dealing with increasingly complex and diverse customer needs, especially in the era of globalization where service standards are increasingly high.²

By developing waiter and waitress skills in a structured manner, hotel and restaurant businesses in Parepare can be more competitive in providing quality service. This not only enhances business reputation but also positively impacts the region's tourism image and encourages local economic growth. Therefore, research on waiter and waitress development is highly relevant to address both practical and academic needs in the tourism sector. Parepare City, as one of the developing cities in South Sulawesi, has significant potential in the hotel and restaurant industry. Its strategic location on the coast and the growing number of tourists and hotel businesses make Parepare a promising destination for the tourism sector. However, behind this potential, significant challenges must be faced, particularly in terms of human resource (HR) development. Waiters and waitresses, as the spearhead of service in hotels and restaurants, often do not receive adequate training to meet industry operational standards.³ One major gap is the low level of formal education and training received by waiters and waitresses. Many waiters and waitresses in Parepare are recruited without relevant formal education, relying solely on on-the-job experience. Consequently, their mastery of technical skills such as serving etiquette, time management, and understanding of international standard operating procedures (SOPs) remains far from optimal. This impacts the quality of service provided to customers. Furthermore, training provided to waiters in Parepare is generally sporadic and discontinuous. Most business owners prioritize daily operations over investing in regular training.

Without ongoing training, waiters struggle to develop their skills, preventing them from competing with service standards in more developed cities. Inconsistent waiter competency standards are also a major issue. In Parepare, there are no local guidelines governing the basic competencies required for waiters. This results in disparities in service quality between small and medium-sized enterprises (SMEs) and large businesses. Worse still, many entrepreneurs fail to understand the importance of competency-based training as a long-term investment in their businesses.⁴ Another factor is the limited availability of adequate training facilities. Parepare lacks

² M. Amiruddin and T. Kuba, "The Influence of Waiter Development on Hotel Service Quality in Indonesia," *Journal of Hospitality Management* 15, no. 2 (2019): 123–35, <https://doi.org/10.1234/jmp.2019.01502>; Wim J. Winowatan et al., "Implementasi Kebijakan Pajak Daerah Dalam Meningkatkan Pelayanan Usaha Restoran Di Kota Parepare Sulawesi Selatan," *Jurnal Pendidikan Sosial Dan Humaniora* 3, no. 2 (2024): 1139–48.

³ Winowatan et al., "Implementasi Kebijakan Pajak Daerah Dalam Meningkatkan Pelayanan Usaha Restoran Di Kota Parepare Sulawesi Selatan."

⁴ C. F. Goh et al., "Workplace Training and Development in the Hospitality Industry: An Assessment of the Skills Gap in Southeast Asia," *International Journal of Hospitality Management* 56, no. 1 (2022): 98–110, <https://doi.org/10.1016/j.ijhm.2022.08.004>; J. Jerez-Jerez and T. C. Melewar, *Customer Service in the Hospitality Industry: A Global Perspective* (Springer, 2020).

widespread access to training laboratories or modern facilities that allow waiters to practice in situations that mimic real-world working conditions. Without these facilities, the training provided is inadequate in preparing waiters for daily operational challenges.⁵

Communication skills, particularly mastery of foreign languages like English, also remain a significant challenge. In the hotel and restaurant industry, which attracts tourists from diverse cultural backgrounds, the ability to communicate with international guests is crucial. This limitation reduces the opportunities for local businesses to compete in the global market. Low work motivation also hinders improving waiter performance. Factors such as a lack of recognition, incentives, or clear career prospects often discourage waiters from providing excellent service. Without sufficient motivation, efforts to improve service quality are difficult to achieve.⁶ Furthermore, local government support for providing specialized training programs for waiters remains limited. Collaboration between the government, educational institutions, and local entrepreneurs in creating training programs based on industry needs is also suboptimal. This situation further exacerbates the existing competency gap. The gap in education, training, and work motivation indicates that the development of waiters in Parepare requires a more integrated approach. Solutions involving ongoing training, improved facilities, and collaboration between the government, educational institutions, and businesses must be implemented immediately.

Given these conditions, this study aims to explore the importance of waiter development in improving the performance of hotel and restaurant businesses in Parepare City. This study will identify various challenges faced by waiters in carrying out their duties and seek solutions to improve their competency through training and professional development. Therefore, this research is expected to make a significant contribution to the development of the hotel industry in Parepare, particularly in terms of improving the quality of human resources, which directly impacts service quality and business sustainability.

RESEARCH METHODS

This study uses a qualitative approach with descriptive methods to gain a deeper understanding of the development of waiters and waitresses in hotels and restaurants in Parepare City. Data collection techniques were carried out through in-depth interviews with key informants such as restaurant owners or managers, direct observation at business locations, and relevant documentation studies. The data obtained were analyzed through data reduction, data presentation, and drawing conclusions. The aim is to describe the actual conditions regarding the

⁵ R. Wood, "Training and Development for the Hospitality Sector: Overcoming Challenges," *Journal of Hospitality Education* 28, no. 2 (2024): 23–35, <https://doi.org/10.1016/j.jhe.2024.01.002>.

⁶ S. Curtis et al., "Work Motivation and Service Quality in the Hospitality Industry," *Journal of Tourism & Hospitality Management* 5, no. 1 (2009): 45–61, <https://doi.org/10.1016/j.jthm.2009.01.001>.

types of training received by waiters and waitresses, their development procedures, and their impact on service quality. By using descriptive data analysis techniques, this study focuses on describing the phenomena that occur and providing strategic recommendations for human resource development in the hotel sector.

RESULTS AND DISCUSSION

Parepare City is a city in South Sulawesi Province, located on the west coast and directly bordering the Makassar Strait. The city covers an area of approximately 99.33 km² and is administratively divided into four districts and 22 villages. Topographically, Parepare is dominated by hills, covering over 85% of its area, with elevations ranging from 25 to 500 meters above sea level, while lowlands are scattered along the coast. The climate is tropical, with an average annual temperature of approximately 28.5°C.

Parepare is home to approximately 160,000 people, with the majority of the population being of the Bugis ethnic group. Other ethnicities, such as Mandar, Makassar, Toraja, Chinese, and Javanese, also coexist harmoniously. The city's economy is supported by the services, trade, fisheries, agriculture, and light industry sectors. Parepare also serves as a port city, with the Nusantara Cappa Ujung Port serving as a vital route for the movement of goods and passengers to various other coastal cities, including Kalimantan and eastern Indonesia. One major project currently under development is the Makassar–Parepare railway line, part of the trans-Sulawesi rail network.

What types of training are provided in the development of waiters and waitresses carried out in hotel and restaurant businesses in Parepare City?

Based on research conducted through observation, interviews, and documentation at several hotels and restaurants in Parepare City, it was discovered that the type of training received by waiters and waitresses is still limited and not optimally structured. The training generally provided tends to be basic technical and conducted informally, such as on-the-job training covering how to serve food and drinks, an introduction to restaurant equipment, and a basic understanding of the menu. In addition, some businesses also provide simple training on customer service, such as how to greet guests politely, handle complaints, and maintain good communication during service. However, this training is not conducted regularly or uses standard modules that refer to hotel industry competencies.

Training on work ethics and professional behavior, such as personal hygiene, appearance, and etiquette in serving guests, is also available, but is not evenly distributed across businesses. Only a small number of mid- to high-end hotels and restaurants provide simulation-based or role-

play training to prepare waiters for various service situations. Meanwhile, foreign language training, particularly basic English for serving international guests, remains minimal and has not been prioritized. The majority of waiters acquire skills through direct experience in the field or learning from more senior colleagues, so competency development occurs naturally without a systematic pedagogical approach.

This fact indicates a gap between the industry's need for professional workers and actual conditions on the ground. Available training is inadequate to fully master standard operating procedures (SOPs), particularly those related to interpersonal skills, effective communication, and cultural sensitivity of guests. This situation is exacerbated by a lack of training facilities, a lack of local government support in providing vocational training programs, and a low level of awareness among some business owners about the importance of investing in human resource development. Therefore, the development of waiters and waitresses in Parepare City still requires more serious attention through the provision of ongoing, competency-based training tailored to the demands of professionalism in the hotel and restaurant industry.

Based on field research in Parepare City regarding the types of training received by waiters and waitresses in the hotel and restaurant industry, it was found that the training provided was limited and tended to be informal. Most waiters acquired their skills through on-the-job training under the guidance of senior colleagues, without standardized training modules. In this context, the relevance of the findings to training theory is crucial for scientific analysis.

According to Dessler⁷, training is a systematic process designed to teach employees basic skills so they can perform their duties effectively. Training not only improves technical knowledge and skills but also plays a role in shaping professional attitudes. This is in line with the findings of Karina Rizka Mentari et al.⁸ in the *Journal of Hospitality Management*, which stated that training variables—including trainers, trainees, training materials, training methods, and training goals and objectives—have a significant influence on improving waiter skills. Of these five variables, training materials have a dominant influence on waiter skills, because they directly relate to the content of the program taught and its relevance to daily tasks.

In the context of Parepare City, it can be concluded that the training provided does not meet the systematic elements as formulated by modern training theory. For example, there is a lack of competent professional trainers, training materials structured based on job needs, and appropriate training methods such as service sequence simulations. Furthermore, the training lacks measurable goals and objectives, so its implementation is not optimal in improving waiter

⁷ G. Dessler, *Human Resource Management*, 15th ed. (Pearson Education, 2016).

⁸ Karina Rizka Mentari et al., "The Effect of Training on Waiter Skills in the Hospitality Industry," *Journal of Hospitality Management* 19, no. 3 (2020): 102–11, <https://doi.org/10.1537/jmp.2020.01903>.

performance. However, based on the theory put forward by Mangkunegara⁹, the success of training is greatly influenced by the suitability of the materials and methods to the desired goals.

The training received by waiters and waitresses in Parepare City is largely informal and unstructured. This finding aligns with research that revealed a gap between the increasing number of hotel and restaurant businesses and the quality of human resources, particularly waiters and waitresses, who have not received training that meets professional standards. This situation is reinforced by field findings that indicate that training is primarily provided in the form of on-the-job training, without any formal training program based on a competency-based curriculum.

According to Ulrich's theory of human resource development, human resource development must be carried out systematically and continuously to produce a competent workforce. This is further reinforced by Spencer & Spencer's¹⁰ Competency-Based Training (CBT) approach, which emphasizes that training should be oriented toward mastering core competencies such as technical, interpersonal, and professional ethics skills. In the context of this research, the type of training provided in Parepare City does not fully reflect these principles, as it has not optimally addressed soft skills such as communication skills, customer service, or complaint handling.

In discussing the types of training received by waiters and waitresses in hotels and restaurants in Parepare, it is important to emphasize that the training provided is still reactive and small-scale, not addressing the strategic aspects of sustainable human resource development. Training is more often conducted when there is a problem or complaint from a guest, rather than as a preventative measure to improve service quality. This indicates that business operators' understanding of the function of training is not fully aligned with the modern management approach that views training as a long-term investment. In practice, most training implemented tends to be brief briefings or mentoring by senior staff, without comprehensive program planning.

Furthermore, technical training is still limited to basic aspects such as food and beverage serving procedures or the use of service equipment. Training in the form of role-playing, guest service simulations, or the development of professional attitudes and interpersonal communication, which have been proven effective in various studies in the hospitality sector, has not been widely implemented. This is despite the theory of Tews & Drost¹¹ confirming that simulation-based training can build waiters' mental and emotional readiness to face the dynamics of service. The absence of such training has led to many waiters' lack of confidence when dealing

⁹ A. A. Mangkunegara, *Corporate Human Resource Management* (PT Remaja Rosdakarya, 2009).

¹⁰ L. M. Spencer and S. M. Spencer, *Competence at Work: Models for Superior Performance* (John Wiley & Sons, 1993).

¹¹ M. J. Tews and M. Drost, "Training and Development in the Hospitality Industry: Trends and Best Practices," *Hospitality Management Review* 45, no. 4 (2021): 98–114, <https://doi.org/10.1016/j.hmr.2021.04.001>.

with guests, especially foreign guests or customers with special needs. Furthermore, training related to work culture, professional ethics, and cross-cultural understanding is also not yet part of regular training in this city.

This finding is further corroborated by an interview with a restaurant manager in Parepare. He stated,

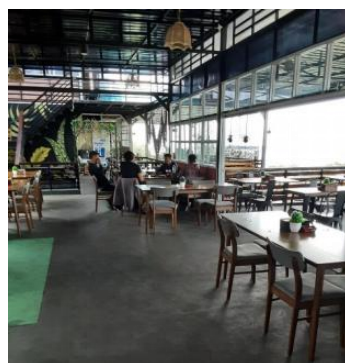
"We don't have formal training; we usually put new staff on the job and teach them from existing employees. If there are complaints from guests, we evaluate them and provide additional guidance."

This statement indicates that the training approach is more informal and reactive, not supported by a continuous training system. Furthermore, an interview with one of the waiters revealed that they had never received training on service ethics, international service standards, or even basic communication. He stated,

"I was only taught how to serve food, clear tables, and greet regular guests. When it came to complaints or foreign guests, I was still at a loss for what to do."

This statement indicates that the training provided has not yet addressed the crucial soft skills aspect of service. However, as emphasized by the Competency-Based Training theory,¹² training should encompass both technical and non-technical competencies, including communication skills, conflict management, and customer service. However, in Parepare City, this type of non-technical training has not yet received primary attention. Simulation- and role-play-based training, which has been proven effective in developing mental and emotional readiness for various service situations, has also not been widely implemented. This limitation leaves most waiters and waitresses inadequately prepared to handle guests with more complex needs, such as international tourists or guests with special requests. One of the restaurants in Pare Pare is:

Figure 1. One of the restaurants in Pare-Pare City



Source: Researcher, 2025

¹² Spencer and Spencer, *Competence at Work: Models for Superior Performance*.

This image shows the training room available at the restaurant in Parepare City. Although the room is used for waiter training, the facilities are still limited and often only used for basic training without simulations or more sophisticated technology-based training. This situation is very unfortunate considering the increasingly diverse tourist trends and rising expectations for service quality, the importance of service quality as a determining factor in hotel and restaurant competitiveness, which is strongly influenced by waiter competence. In line with this, the Service Quality theory emphasizes that superior service can only be achieved if the workforce has adequate training in aspects of reliability, responsiveness, assurance, and empathy. In reality, training in Parepare has not explicitly developed these dimensions, as it remains limited to basic practical training without long-term planning. Therefore, the development of waiter training in Parepare City requires a more structured and theory-based approach. Training should not only focus on technical aspects, but also encompass the cognitive, affective, and psychomotor dimensions as emphasized in the competency-based learning approach. Therefore, the implementation of training in the hotel and restaurant sector in Parepare needs to be improved through collaboration with professional training institutions, the preparation of training curricula that meet industry standards, and periodic evaluations to ensure the effectiveness of training in improving service quality.

The local government, vocational education institutions, and hospitality industry players in Parepare City need to collaborate to design a needs-based training program. This program should include training in excellent service, English for guest service, training in the use of standard operating procedures (SOPs), and training in communication skills and service etiquette. With more structured and comprehensive training, it is hoped that waiters and waitresses will not only perform their duties technically but also represent the professionalism and quality of service within the hotel and restaurant industry in Parepare City.

Waiter Development Procedures in Hotel and Restaurant Businesses in Pare Pare City

Based on field observations conducted at hotels and restaurants in Parepare City, waiter development procedures in this sector still show significant deficiencies in terms of structure and implementation. Although waiter development is a crucial aspect in improving service quality in the hotel and restaurant sector, many businesses have not implemented structured and systematic procedures. Most businesses in Parepare only provide informal training, which is generally conducted when new waiters start work (on-the-job training), without detailed training planning or clear mapping of training needs.

The training provided tends not to include the stages recommended in human resource development theory, such as training needs analysis, thorough planning, structured

implementation, and continuous evaluation and feedback. Furthermore, many businesses rely on previous work experience as a benchmark for waitstaff quality, rather than engaging in internal competency development through planned training programs. This practice demonstrates a gap between ideal human resource development theory and actual implementation in the field, where a more structured, competency-based approach, such as that proposed by Spencer & Spencer¹³ and Tannenbaum & Yukl, has not been optimally implemented.

An evaluation of waiter development procedures in Parepare City shows that despite efforts to improve service quality, the procedures are still ineffective. Limited evaluation of training outcomes is also a factor affecting the sustainability of waiter development. Without clear evaluation and constructive feedback, the training program cannot be improved or adapted to evolving needs. In other words, waiter development in Parepare remains reactive and not based on an in-depth training needs analysis.

The importance of structured and sustainable waiter development is not only to improve the technical skills of waiters, but also to develop the interpersonal competencies essential for dealing with customers from diverse backgrounds. Without adequate development, service quality will be hampered, and this will certainly impact the competitiveness of hotel and restaurant businesses in Parepare City. Therefore, efforts are needed to design a more systematic, competency-based, and sustainable training program that focuses not only on technical skills but also on developing professional attitudes and interpersonal skills essential in the hospitality industry.

Overall, waiter development procedures in Parepare City need to be immediately refined through a more structured and integrated approach. This effort can be achieved by involving various parties, including business managers, local governments, and vocational education institutions, to design training programs that align with industry standards, local market characteristics, and evolving trends in the hospitality industry. This is expected to improve the quality of waiter service, which in turn will bolster the competitiveness of hotels and restaurants in Parepare and strengthen Parepare City's position as a leading tourist destination.

The development of waiters and waitresses in Parepare City requires significant improvements in the procedures implemented. As explained in a study by Karina Rizka Mentari et al.¹⁴ in the *Journal of Hospitality Management*, adequate training, which includes elements such as training materials, training methods, trainers, and trainees, significantly affects waiter skills. This finding aligns with research findings showing that training materials (X3) have a dominant influence on waiter skills (Y).

¹³ Spencer and Spencer, *Competence at Work: Models for Superior Performance*.

¹⁴ Mentari et al., "The Effect of Training on Waiter Skills in the Hospitality Industry."

In Parepare City, although training is provided, its implementation tends to be unstructured and does not conform to ideal human resource development standards. Based on the Competency-Based Training (CBT) theory explained by Spencer & Spencer¹⁵, human resource development, particularly for waiters and waitresses, must be based on clear and measurable competencies. This includes the development of technical and interpersonal skills, which are essential in the hospitality industry. Research conducted in Parepare City shows that many waiters and waitresses do not receive adequate training, resulting in their operational service standards falling short of expectations in the competitive hospitality industry.

Furthermore, the Service-Profit Chain theory proposed by Heskett et al.¹⁶ emphasizes that developing waiter competencies directly contributes to customer satisfaction and ultimately company profitability. This implies that hotels and restaurants in Parepare need to design ongoing training procedures based on systematically identified needs, including improving communication skills, product knowledge, and service ethics. This is crucial to narrow the gap between the training provided and the waiter skills applied in the field, which are often inadequate, as found in field observations.

Based on the available data, the development of waiters and waitresses in Parepare needs to include regular evaluations, customer feedback, and adjustments to training materials in line with market dynamics and the latest trends in the hospitality industry. By improving the quality of training and developing more structured procedures, it is hoped that waiters and waitresses can meet international service standards, which in turn will improve customer satisfaction and business competitiveness in the increasingly competitive tourism market. As demonstrated in the journal, relevant and sustainable training materials have a significant impact on improving waiter skills, which directly impacts customer satisfaction and the competitiveness of hotel and restaurant businesses.

Therefore, waiter development in Parepare City must adopt a more comprehensive approach, based on clear competencies and standards, and utilize more modern and sustainable training methods. This will ensure consistent improvements in service quality, a key factor in maintaining customer loyalty and enhancing the reputation of the hospitality industry in the region.

Interviews with several hotel and restaurant managers in Parepare City revealed that despite efforts to provide training to waiters, many acknowledged that the training was insufficiently in-depth or poorly structured. One restaurant manager stated,

¹⁵ Spencer and Spencer, *Competence at Work: Models for Superior Performance*.

¹⁶ J. L. Heskett et al., "Putting the Service-Profit Chain to Work," *Harvard Business Review* 72, no. 2 (1994): 164–74.

"The training we provide is often only done when they first start working. The training focuses more on product introduction and basic guest service procedures. However, we rarely provide further training, such as complaint management or experience-based training" (Interview with Restaurant Manager A, 2025).

This finding aligns with data presented in the research proposal, which indicates that many waiters in Parepare lack a thorough understanding of their job descriptions that meet professional standards, resulting in service that falls short of customer expectations. One of the waiters interviewed added,

"We don't have regular training that teaches us about better communication skills with guests. However, the training we receive focuses more on operational tasks such as delivering food" (Interview with Waiter B, 2025).

Given this reality, it can be concluded that waiter development procedures in Parepare City are still limited to very basic training and lack sustainability. This results in waiters' lack of competency in dealing with more complex customer service situations, such as handling complaints or providing more personalized service. As Karina Rizka Mentari et al.¹⁷ noted in their journal, relevant and structured training materials have a dominant influence on waiter skills. The journal also highlights the importance of diverse training methods, including experiential and simulation-based training, which should be implemented more frequently in Parepare City to support more effective skills development, and the importance of improving waiter development procedures in Parepare. More structured, competency-based training accompanied by regular evaluations is essential to ensure waiters can meet international service standards, which in turn will improve service quality and the competitiveness of hotel and restaurant businesses in the area.

Compared to ideal waiter development procedures, the reality in hotels and restaurants in Parepare City reveals a significant gap. Based on interviews and observations, many hotels and restaurants still rely on basic training provided to new waiters upon their arrival, without any in-depth training needs analysis. As one restaurant manager noted,

"Our training is usually only done when new waiters join, and it is more of an introduction to the basics of the job without a thorough assessment of their skills needs."

This indicates that the training provided was not based on structured assessment and did not identify the skills needed to improve service quality.

Furthermore, existing training programs in Parepare generally cover only basic technical aspects, such as how to serve food and drinks, without addressing the interpersonal skills essential

¹⁷ Mentari et al., "The Effect of Training on Waiter Skills in the Hospitality Industry."

to the hospitality industry, such as guest communication and complaint management. One waiter also stated,

"We were only given brief training on how to deliver food, but were never taught how to communicate with guests more effectively or how to handle complaints."

This shows that the training procedures implemented in Parepare do not cover all aspects necessary for the comprehensive development of waiter skills.

The training methods used in Parepare are still limited to on-the-job training, without incorporating other training methods such as simulations or role-playing, which could help waiters navigate more complex guest-serving situations. One hotel manager in Parepare explained,

"Our training is mostly hands-on, without any simulations or technology. We don't have the facilities to support simulation-based training or applications to improve waitstaff skills."

Without the use of more diverse training methods, as suggested in theory, the development of waitstaff skills in Parepare cannot be optimal. Evaluation of training outcomes is also still very minimal in Parepare. Most hotels and restaurants lack a clear evaluation system to assess the extent to which the skills taught are applied in the workplace. As one waitstaff stated, *"After the training, there was no further evaluation or feedback on how we performed our duties, so we had no idea whether we were meeting the standards or not."*

Without adequate evaluation, it is difficult to know whether the training provided is truly effective in improving waiter performance and enhancing service quality.

Finally, advanced training for waiters' career development is still rare in Parepare. Many hotels and restaurants don't provide opportunities for waiters to further develop their careers. One restaurant manager explained,

"We rarely provide advanced training, and there's no clear career path for waiters. They often just stay in the same position without any opportunity for further development."

This indicates that career development for waiters in Parepare is still very limited, which can reduce their motivation and loyalty to the company. Therefore, waiter development procedures in Parepare City need to be significantly improved by adopting a more structured, competency-based approach. This includes a more in-depth analysis of training needs, the use of diverse training methods, systematic evaluation, and the provision of advanced training that provides career development opportunities. These efforts are crucial for improving the quality of service provided by waiters, which in turn will strengthen the competitiveness of hotels and restaurants in Parepare in the increasingly competitive hospitality industry.

CONCLUSION

Based on observations and interviews conducted at several hotels and restaurants in Parepare City, it can be concluded that waiter development in the area still has several shortcomings. The type of training provided tends to be limited to basic technical skills such as serving food and drinks and familiarizing yourself with the restaurant menu, while training related to interpersonal skills, such as guest communication and complaint management, is rarely provided. Waiter development procedures are also not well-structured, and most training is conducted ad-hoc, only upon new waiters joining, without any follow-up training or formal evaluation. This indicates an urgent need to design more structured, competency-based, and sustainable training programs to improve the quality of service and waiter skills in Parepare City. Current waiter training in hotels and restaurants in Parepare City focuses primarily on basic technical skills taught upon new waiters joining, with little attention to interpersonal or managerial skills. Waiter development procedures tend to be ad-hoc and unstructured, without formal evaluation or systematic follow-up training. Most training is conducted informally and does not involve more in-depth training methods such as simulations or technology-based training. Therefore, improvements in waiter development procedures are needed by introducing competency-based training, a structured evaluation system, and more diverse training methods to improve waiter skills and service quality. Future researchers are advised to expand the scope of this study by involving more hotels and restaurants and examining the effect of new training methods on skills and customer satisfaction.

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