

**THE EFFECTS OF TRAINING, RECRUITMENT AND
LEADERSHIP ON COMMITMENT TO SERVICE QUALITY
EMPLOYEES
(STUDY CASE: SONOKEMBANG CATERING)**

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ABSTRACT

A service quality becomes one of the formation of loyalty to the consumer. Employees are not only required to do the job as good as possible but employees also act as brand ambassadors of the company. Employees at service companies have a responsibility to fulfill the promises offered by the company, therefore it is important for employees to be committed to the quality of service.

This study used a quantitative approach using primary data from questionnaires and secondary data from literature studies. The research use multiple regression method with three independent variables those are, Training, Recruitment and Leadership while the dependent variable used is Commitment of service quality.

Based on data analysis that has been done Training (X1) and Recruitment (X2) do not has significantly influence partially to commitment of service quality. While Leadership (X3) has a significant partial influence on service quality commitment.

Keywords: Commitment to Service Quality, Training, Recruitment

INTRODUCTION

A quality service becomes one of the formation of loyalty to the consumer. This quality service is the responsibility of an employee. Employees are not only required to do the job as well as possible but employees also act as brand ambassadors of the company. Starting from the behavior, how to dress, how to communicate will affect consumer perceptions on a brand company, mainly at employees who deal directly with customers.

The Highest competition in the company's catering business many companies are focusing on marketing and building a strong brand. But can't be denied the success of a company brand, especially the companies that offering services can't be separated from the behavior of employees in providing services. Therefore, companies need to pay attention on employee behaviors when they delivering services to keep pace with the company's service standards, especially on employees who deal directly with consumers. Employees are required to be able to provide quality of service and consistently to achieve and maintain the reputation and image of the company. Therefore the establishment of commitment to quality of service on employees is a strategy that needs to be applied.

Based on the satisfaction survey supervisor analyzed using IPA (Important Performance Analysis) that has been done in Sonokembang Catering at 30 events that use Sonokembang Catering was found that the factors that are important for the customer are Care, Product Knowledge, but suitability of an employee's performance is still not implemented Well, so it has not fulfilled customer expectations.

To maintain the consistency of customer satisfaction and the image of Sonokembang Catering can not just based on sales, but also on service to consumers. One way to maintain the consistency of customer satisfaction and the company's image is increase the commitment of employees in work especially for always providing a service quality, so the employees can understand and able to apply and deliver company's brand promise to customers.

Based on the existing problems can be seen that the brand company can not only depend on promotion, sales but also need to focus on employees who are dealing directly with consumers. But diverse the human nature makes the company worried, because during the service process consumers will get various treatments of various behaviors.

LITERATUR REVIEW

Previous research

Training has a positive impact on employees' commitment to the organization. With the increasing of employee commitment to the organization, the quality of services provided by employees increased, too. Training also helps employees to improve performance, and solve problems when they are dealing with consumers.

Outsourcing recruitment with external parties based on employee commitment and loyalty in the communications sector in Pakistan. The result showed that the outsourcing recruitment that do not influence the formation of employee commitment and loyalty to the company.

Transformational leadership and organizational commitment to job satisfaction and employee performance performed at shipping company in Jakarta, it was found that the transformational leadership model gives a significant positive effect on commitment of service quality of employee to organization besides that transformational leadership also give positive influence significantly to employee performance.

Training

Training is an important thing in a company, because training is able to educate employees to know and understand the company's brand and promises, therefore training programs need to be done consistently so the training can be an effective activity in aligning personal values with values company ((Diep. L and Stedt. A., 2015).

Leadership

A leader is someone who can influence employees to change bad habits into good habits and in accordance with the company's values. Communication that made by a leader can used as a reference for the formation of an employee commitment. The leader has an obligation to run the company's promises and translate them into an action. The leaders must strive to apply company values so as to motivate employees to do the same (Diep. L and Stedt. A., 2015).

Recruitment

Outsourcing recruitment process is a strategy that is often used in various companies. This strategy is used because it can assist companies in saving costs, time and can improve the quality of recruitment. But this strategy also has the disadvantage that the chances of failure in the formation of commitment and loyalty is very high, this is because the provider of outsourcing providers do not understand the structure, culture, values and system companies (Jamil and Naeem, 2013).

Komitmen Pada Kualitas Pelayanan

Commitment to the quality of service is the participation of employees in providing service oriented to the quality standards of the company so that consumers feel satisfied and benefited (Gull and Ashraf, 2012).

RESEARCH METHODS

In this study, using a quantitative approach. A quantitative approach is an approach that uses a specific population or sample to conduct research. The research instrument used was a questionnaire that uses the training, recruitment and leadership as an independent variable to the employee's commitment to service quality as the dependent variable and the measurements were performed using a Likert scale.

Based on the formulation of the problem, the purpose of research and literature review, then the hypothesis to be tested in this study is

H1: Training has a positive impact on the establishment of service quality commitment to service employees at Sonokembang Catering.

H2: Employee recruitment has a positive impact on the establishment of service quality commitment to service personnel at Sonokembang Catering.

H3: Leadership has a positive impact on the establishment of a quality service commitment to service personnel at Sonokembang Catering.

Sampling method that used in this research is Saturated Sampling. This sample method is used because the population is relatively small as many as 30 people. Based on the sampling method conducted will be determined by several criteria, namely:

- a Permanent employee of Sonokembang Catering
- b Meet directly with consumers
- c Meet directly with the stakeholders
- d Providing services to consumers

The samples taken in the service-banquet and marketing department.

After completing the questionnaire, the data were analyzed using multiple linear regression method with SPSS software. The equation used is

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Explanation:

Y	= Service Quality Commitment
α	= Constants
$\beta_1 \beta_2 \beta_3$	= Multiple regression coefficient
X_1	= training variable
X_2	= recruitment variable
X_3	= leadership variable
ε	= error

RESULTS AND DISCUSSION

The number of respondents in this study were 30 people, 70% were male and 30% were women. Independent variable in this research is training (X_1), recruitment (X_2), leadership (X_3), while the dependent variable in this research is commitment of service quality (Y). From the result from this analysis it have been obtained, there are significant influence simultaneously between training variables (X_1), recruitment (X_2) and leadership (X_3) with quality service commitment variable (Y). Training (X_1), recruitment (X_2), and leadership (X_3) gives 43.1% influence on quality service commitment variable (Y), while the rest is influenced by other variables. It also found that training variables (X_1), recruitment (X_2), and leadership (X_3) significantly influence partially on service quality commitment, leadership variable (X_3) is more dominant than training variable (X_1) and recruitment (X_2).

$$\hat{Y} = 5,803 + 0,265X_1 + 0,012X_2 + 0,522X_3$$

If the leadership variable (X3) has increased by one unit then the commitment of service quality (Y) will increase by 0.522 units. If the training variable (X1) has increased by one unit then the service quality commitment (Y) will increase by 0.265 units. Meanwhile, if the recruitment variable (X2) has increased by one unit then the commitment of service quality (Y) will increase by 0.012 units.

The Effect of Training on Commitment to Quality of Service

Based on the analysis, the training had no significant effect partially on service quality commitments. It can be seen on the result showing the significant value equal to 0,256 (greater than 0,05). This is because the training is still not implemented consistently and regularly, so that the effect on improvement of service quality commitment to employees is still very minimal. Besides variety of training impact on improving service quality is still lacking, so that employees are getting the learning about the quality of service, especially in accordance with company standards.

The Influence of Recruitment on Commitment to Quality of Service

Based on the results, the recruitment has no significant partial effect on the commitment of service quality. It can be seen on t test result that shows significant value equal to 0,141 (greater than 0,05). This is because the recruitment activities are still not meet all the criteria that have been set by the company, especially on recruitment for out sourcing. In addition there is still no evaluation on the vendor side out source providers, so that the quality provided does not increase but stagnant on the quality that is less in accordance with the company's standards. Recruitment is a beginning of a commitment is formed, so that recruitment activities need to be done in accordance with the standards set by the company.

By doing the proper recruitment and accompanied by the criteria in accordance with the required competency can help employees to be more focused in their work and easy to work in teams, so employees can find out the goals to be achieved and how to achieve it. In addition, by looking at the capabilities owned by employees it will give influence in making decisions to make additional employees or not (Rahardjo, 2015).

The Influence of Leadership on Commitment to Quality of Service

Based on the results, leadership has a significant influence partially on the commitment of service quality. It can be seen on the test result, significant value equal to 0,009 (less than 0,05). This is because the leader in Sonokembang Catering still come down to the field and participate in supervising, when employees provide services. Thus helping to variable or fixed employees are outsourced to be able to continue to provide quality service.

Leaders have an important role in implementing branding in their daily work. When the leader has implemented brand and values, it becomes genuine. It can affect the attitude of employees to the brand and deliver the promise of a brand. When leaders lead with a clear and brand-appropriate value it helps to employees identify brands, because the leader can be used as examples to implement internal brands of everyday activities. ((Diep. L and Stedt. A., 2015)

Based on the results of the whole analysis can be seen that leadership has the most influence in the establishment of service quality commitment to service personnel. This is because the leaders at Sonokembang Catering have understood the values of the company, and always try to convey the values of the company with an easy language so the employees can be more understood, so that employees are able to apply in everyday activities.

CONCLUSION

Based on the analysis, it was found that Training (X1) and Recruitment (X2) did not influence significantly, while Leadership (X3) had significant effect. Therefore it is necessary to make improvements on these two variables so that the future can provide maximum results in the company.

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