

## A case study of training and development program in the hotel industry of Malang

### Studi kasus program pelatihan dan pengembangan pada industri perhotelan Malang

Khoirul Anam\*, Siti Asiyah, Pardiman

Islamic University of Malang, Indonesia

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#### ARTICLE INFO

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**Keywords:**

hospitality industry; program; training and development

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**Katakunci:**

industri perhotelan; pelatihan dan pengembangan; program

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**DOI:**

<https://doi.org/10.26905/jpp.v8i2.8965>

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**Corresponding Author:**

Khoirul Anam  
[22102081037@unisma.ac.id](mailto:22102081037@unisma.ac.id)

#### HOW TO CITE ITEM

Anam, K., Asiyah, S., & -, P. (2023). A case study of training and development program in the hotel industry of Malang. *Jurnal Pariwisata Pesona*, 8(2).  
doi:<https://doi.org/10.26905/jpp.v8i2.8965>

#### ABSTRACT

Human resources are very important assets for a company in supporting the achievement of goals, so it is a must and necessity for organizations to improve the ability and competence of employees through training and development. Training and development programs aim to ensure that employees acquire the necessary knowledge, skills, competencies, and attitudes to carry out tasks and achieve organizational goals and objectives. This study aims to determine the training and development programs carried out by four-star hotels in the city of Malang. The research subject was a Human Resources Manager who had a training and development program in his organization with a total of 68 employees. The type of research used is a qualitative case study model with research data collection through observation, interviews, and documentation. Various training and development activities are very diverse, but excellent service and communication are considered very important to do. Both types of activities are central values that must be possessed when choosing a profession in the hospitality field. Program results show that attitudes gained from experience have a direct impact on workplace behavior and career development. In addition, such skills ultimately help increase productivity and efficiency in teams. In the future, problem-solving training is needed to improve participants' skills and abilities.

#### ABSTRAK

*Sumber daya manusia merupakan aset yang sangat penting bagi suatu perusahaan dalam menunjang pencapaian tujuan, sehingga merupakan suatu keharusan dan keharusan bagi organisasi untuk meningkatkan kemampuan dan kompetensi pegawainya melalui pelatihan dan pengembangan. Program pelatihan dan pengembangan bertujuan untuk memastikan bahwa karyawan memperoleh pengetahuan, keterampilan, kompetensi, dan sikap yang diperlukan untuk melaksanakan tugas dan mencapai tujuan dan sasaran organisasi. Penelitian ini bertujuan untuk mengetahui program pelatihan dan pengembangan yang dilakukan oleh hotel bintang empat di kota Malang. Subyek penelitian adalah Manajer Sumber Daya Manusia yang mempunyai program pelatihan dan pengembangan di organisasinya dengan jumlah karyawan sebanyak 68 orang. Jenis penelitian yang digunakan adalah model studi kasus kualitatif dengan pengumpulan data penelitian melalui observasi, wawancara, dan dokumentasi. Berbagai kegiatan pelatihan dan pengembangan sangat beragam, namun pelayanan dan komunikasi yang prima dinilai sangat penting untuk dilakukan. Kedua jenis kegiatan tersebut merupakan nilai sentral yang harus dimiliki ketika memilih profesi di bidang perhotelan. Hasil program menunjukkan bahwa sikap*

*yang diperoleh dari pengalaman mempunyai dampak langsung terhadap perilaku di tempat kerja dan pengembangan karier. Selain itu, keterampilan tersebut pada akhirnya membantu meningkatkan produktivitas dan efisiensi dalam tim. Kedepannya diperlukan pelatihan pemecahan masalah untuk meningkatkan keterampilan dan kemampuan peserta.*

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## INTRODUCTION

Currently, competition in the hotel industry is increasing, supported by the many tourist attractions in various locations in Indonesia. Many new inns or hotels have sprung up by providing originality and excellent service to attract customers and outperform existing competitors. The quality of a decent lodging or hotel location is certainly inseparable from the excellent performance of employees (Anita, Kusumo, and Anggiani 2021). To achieve ideal performance, lodging or hotel managers must be able to provide facilities to continue to grow the ability and confidence of employees at work, which will indirectly boost company revenue.

Training and development are critical to the success of any company (Younas et al. 2018). It tries to guarantee that people acquire the information, skills, abilities, and attitudes necessary to carry out tasks and achieve organizational goals and objectives. The performance of any organization depends largely on the quality of its staff, which must be trained and maintained at various levels over time. As a result, training can be considered one of the long-term measures of organizational growth and sustainability. Widiastuti, Purwatoro, and Sutanto (2020) highlights that in this scenario, training programs are procedures designed to maintain or improve existing work performance, whereas program development is intended to build capabilities necessary for future work activities. Human resource training will help them to improve their knowledge, skills, and work talents. This will help in the development of new skills and updating old ones. As a result, it is imperative to implement training and development to make work more effective and efficient (Hazra, Ghosh, and Sengupta, 2017).

The ability to provide service with a smile is only one aspect of human resource development in the hotel business. However, it requires some practical skills and knowledge, as well as the perfect balance between a positive mindset, creativity, and strong emotional intelligence. Its main purpose is to meet the expectations and needs of visitors. The level of service provided to them is crucial in attracting and retaining customers in hotels. According to Labola (2019) states that competence is an ability based on skills and knowledge, as well as its application in carrying out tasks and work in the workplace related to predetermined work needs. If human resources already have good work competencies as a result of appropriate training. Thus, training and development programs are considered as a special framework to help employees develop their personal as well as professional skills, knowledge, attitudes, behaviors and consequently improve their ability to perform specific tasks in the organization (Karim, M. Choudhury, Latif, 2019).

Malang City is a strategic area located right in the middle of East Java Province. The location of Malang City is also close to Batu City which is famous for its hilly tourism area. Although Malang City does not have tourist natural resources such as Malang Regency and Batu City, there are still many other potentials of Malang City that can still be developed to become a tourist destination city, such as art, culture, and culinary, as well as processing, trade and services industries that act as tourism supporting sectors. In addition, basically Malang City is famous for three main foundations, namely industry, education, and tourism, which then became the main concern in the economic development of Malang City

Malang City is now a popular tourist spot in East Java that has considerable tourism potential, with several good tourist attractions, one of which is Mount Bromo (Kompasiana.com, 2021). As a result, several domestic and foreign tourists have participated in various activities in Malang for MICE and recreational purposes. According to Nurfitriya and Iskandar (2019), Malang City is one of the cities with the second economic growth in East Java with comparative advantages in tourism. In connection with that, the need for hotels as a place to stay in Malang is increasing. However, not all hotels in Malang have good training and human resource development programs. This can result in the low quality of service provided by the hotel.

This study will take a closer look at how hotels in Malang respond to these conditions by creating training or development programs for their employees. Thus, the formulation of the problem in this study is "What training and development programs are carried out by the Malang hotel industry?"

## METHODS

The subject of this study was Hotel Resources Manager in one of the four-star hotels opened in 2013 located in Malang City and employing 68 people ranging from management to staff. This object was selected using an examination of reviews available through digital media suitable for research. In addition, the human resource manager program was the subject of this study. The problem is a critical organizational component for training and development efforts. This research is qualitative research with a case study model using descriptive

methods. The data collection methods used were observation, interviews with research subjects, and document studies. This research was carried out by collecting data, compiling and describing so that the results were obtained in the form of a clear picture of the implementation of training and development at the hotel.

Data Sources with Primary Data According to Ruslan (2017) is data obtained directly from the research objects of individuals, groups, and organizations. The data obtained must then be reprocessed. These primary data include records of interview results, field observations. Information obtained from the interview results is about how to implement training and development in improving employee performance at the Hotel. Secondary Data is data obtained from books, records, or reports. This data does not need to be processed anymore. The secondary data collection technique in this study is to obtain data or documents provided by the company.

The first data collection technique by observation is an observation regarding human behavior, work processes and symptoms in an object of research (Sugiyono, 2015). The observation referred to in this data collection technique is pre-research observation, during research and post-research which is used as an auxiliary method, with the aim of observing how the implementation of employee training and development at the Hotel.

The second technique by way of interviews, is a data collection technique if researchers want to conduct preliminary studies to find the problems they want to research, both from respondents and the number of respondents (Sugiyono, 2015). In this study, researchers conducted direct interviews with employees in the Front Office, Housekeeping, Food and Beverage and Engineering Departments. The last data collection technique documentation, according to Sugiyono (2015) says documents can be in the form of writing, pictures, or monumental works of a person. In this study the form of documentation used is in the form of Training Attendance Form, Weekly Report and several other documents.

Data Analysis in this research is an activity in qualitative data analysis in the form of the type and implementation of training, work standards, and employee performance at the hotel and in the form of descriptions that explain the data obtained at the hotel. This study aims to present an in-depth picture of the research objectives, namely training and human resource development that has been carried out. They analyze it further to categorize them based on their respective classifications. It was later reported as a descriptive work.

## RESULTS AND DISCUSSION

The research subjects completed the initial step of the study, namely planning. Planning gathers information about factors that should be considered when issuing a training program. The basic thing that underlies the implementation of this training is the limited number of employees due to the impact of the pandemic which has decreased by 50%; Therefore, every employee must have many talents or abilities. In addition, guest comments are provided by consumers, implying that the research topic can observe what services are still not ideal or what mistakes employees might make by looking at the ideas and complaints received. Training for departments that receive client feedback can be carried out on the basis of this idea and attention. According to Untari and Muliadi (2019) It is mentioned that the first stage in the needs assessment is to identify the elements that affect the training needs of the company. The first stage in developing a training program is identifying training needs. According to Gustiana, Hidayat and Fauzi (2022) indicates that training is required when employees have not met the expected level of performance as assessed by management.

The description is supported by interviews with human resource managers. It is mentioned that the initial step in the implementation of the training and development program is not only planning but also several steps. The steps or stages are as follows:

- a. Preparatory phase. This phase begins by identifying training objectives that are very important in the preparation of the curriculum, consisting of "what workers need to learn", which should not be ignored related to work behavior.
- b. Training design steps. As a result, because learning is an interaction between humans and their environment, it is necessary to design a training environment in the second step/phase.
- c. Training activity evaluation stage The assessment stage is intended as an activity to assess training activities that have been carried out, and is not an evaluation of the achievements of trainees.

*"Several steps must be completed before we can proceed to the actual scheduled training and development activities. It also depends on the type of activities we do. When we want to have an important schedule of activities for the year, we usually organize activities at the beginning of the year, although for all employees, the Human Resources and Development Department will be responsible for their actual implementation; However, if it is a type of activity that usually only a certain division can complete, then the relevant division of the head will be responsible for its planning at the beginning of each month. Only activity reports are acceptable in my department. It's very clear that every effort we make is based on requirements and we continue to assess the results." Yenika Putri as Human Resources Manager gave an explanation.*

In addition, based on the results of interviews it is known that the types of training and development activities are numerous. However, the fundamental training and growth that will be carried out in the two sessions is excellent service and communication. All of these actions are essential values that must be held when choosing a career in the hospitality industry. Hotel personnel play an important role in the hospitality business. If these staff can provide exceptional service while staying safe, hotel visitors are more likely to return (Sultan et al. 2020)

The first session emphasized the importance of providing satisfactory service at the hotel. This training was conducted using the role play method, according to observations. Within 60 minutes, a total of 25 people had gathered in the meeting room. Trainers provide this training with interesting and ice breakers so that participants can offer the material delivered to the best of their ability. According to Solihat, Astuti, and Satriani (2020) ice breaking is an activity that can be used to relieve tension and boredom of trainees so that the activity becomes entertaining and more conducive before they move on to the core activity. This is important because a pleasant training environment has a big impact on participants' attitudes towards learning, and fun training is more effective. Some participants provided additional comments, including:

*Reza, Housekeeping: "It's delicious, sir. The training doesn't make me sleepy,"*

*Malia, Food & Beverage: "Despite having attended this training many times, I never get bored because both the content and the way it is delivered are very entertaining."*

*Dicky Restaurant Waiter: "This training is beneficial for those of us who perform operational roles interacting with guests on a daily basis."*

It is very important to provide excellent service training. This can undoubtedly increase the capacity of employees to provide excellent service and hence increase client happiness. As a result, when customer satisfaction is achieved, the company will run smoothly. According to an interview with Yenika Putri (2022) as Human Resources Manager, she mentioned:

*"This training is very important, and we hope future employees can put the information they have been taught to use when serving customers. If customers are happy with the service they receive, they will return to the business more often, which increases our revenue and profits. In addition, we have been instructed to continuously review online visitor comments to gain insight into what aspects of the following training materials need to be analyzed and improved."*

There are three indications that can be used to assess the effectiveness of such training (Imrie et al., 2018). These indicators are expected to be achieved optimally to ensure customer satisfaction, namely:

- a. **Hospitality services.** Employee friendliness is an important factor in determining the quality of service delivery to clients; With a friendly employee attitude, customers will feel comfortable and satisfied with the service provided. It is important to underline that in the service industry, personal interaction between consumers and service providers is always present. The nature of friendliness and politeness is an element that can affect the happiness of clients.
- b. **Sincerity of service.** Employee fluency in serving clients is an employee attitude that customers expect in the hospitality industry. The sincere attitude of employees, such as the willingness to help when greeting guests, the absence of the wrong impression of employees when serving guests, and the willingness of employees to carry guest bags and deliver guests to their rooms, are important factors that need to be considered. Considered when marketing hotels. serve. Customers will feel and be considered necessary by the service provider if the hotel staff is sincere.
- d. **Speed of service.** One of the service quality metrics in personal contact between employees and consumers is the speed at which employees serve clients. The gap between customer expectations of employee service levels and perceived employee performance is a contributing factor to consumer dissatisfaction. In addition, differences in service speed assessments between consumers, personnel, and management can create customer satisfaction gaps. For example, management devised a method by which check out, including bill payment and other administration, would take no more than 15 minutes. However, customers begin to feel uncomfortable only after 10 minutes. This suggests that an institutionalized management system generates guest unhappiness. It seems like the administration thinks the 15-minute time limit is too short, but the guests don't.

Because this trainer has a wide group of participants both in terms of position, age, and talent, the method used in this training is role playing. According to Dananjaya (2017) Explained that role playing is a learning process activity where learners do not need to worry because real-life situations will be generated. Training is conducted by role-sharing trainees. Role play improves participants' interpersonal relationships and social transactions (Rahmawati, 2019) . For the simulation to take place, participants must embrace their roles and responsibilities and perform at their best in the scenario in which they find themselves.

Training should be tailored to the needs of participants and delivered in engaging ways, such as through role-playing and ice breaking. Role playing during training also shows that participants have a better understanding. Participants can immediately practice the results of the activity. Short conversations with several participants revealed the following:

*Bima, Food & Beverage: "It is beneficial to practice this so that we can gain insight from each other about our strengths and weaknesses."*

*Edi, Enggenering: "I felt sleepy during the presentation. I prefer to role-play."*

*Osa, House Keeping: "Since I'm involved in the activity, it's best for me to gain experience right away."*

After a 15-minute break, the training returned to the theme of communication in the second session. Employee communication skills are part of efforts to make guest satisfaction a hotel service goal. Customer satisfaction is a person's excitement or dissatisfaction as a result of comparing the performance or results of a product with the performance of the person being billed. A good relationship with the service manager affects the happiness of customers (Mahafzah *et al.*, 2020). One of the positive bonds is formed through interaction with hotel personnel (Silaban, Pasaribu, and Silalahi, 2019) . Yenika Putri Human resources manager further stated

*"Later in the process of fulfilling the personnel function, participants are required to complete this communication training. It is our hope that employees will gain a deeper understanding of the basic principles of communication underlying the results of this training, so that they can better appreciate the importance of speaking successfully in the future. They will show increased levels of discovery, activity, and confidence. Naturally, the most important thing is to be able to meet the requirements of our clients and guests."*

During the communication training, researchers had the opportunity to interview several employees to find out how active the employee's communication level was when dealing with guests. They state that:

*Verry, Front Dest: "Sometimes, there is still some discomfort when meeting new people."*

*Diva, Frount Dest: "When I communicate with guests, there are times when I have to stop and think about what I should do first."*

*Anggra, House keeping: "When I meet guests, I always feel nervous."*

*Reza, Fround Dest: "I'm a communicative person, but when I meet new people, I hesitate to talk, and it feels like my mouth is locked, sir."*

This class focuses on two abilities: non-verbal and vocal communication skills. Short and clear knowledge, how to speak, and communication are examples of verbal communication skills. The characteristics of nonverbal communication include friendliness and politeness, good personality, generous smile, loyalty and dedication, work efficiency, practical, honest, and confident approach (Shamsudin , Purnono, and Kusumadinata, 2021) . To achieve this goal, training uses the same strategy, namely role playing. Here are the comments made by attendees about this session:

*Diva Forn dest: "This communication training is very good for me. It's very useful, and the effect is not only to make work, but when I'm outside, I get carried away with how I have to communicate well with people."*

*Rozak, Bell Boy: "I think this training is very useful so that when meeting guests can communicate well and not be awkward anymore."*

*Adi, Room Boy: "I can be more confident by attending this training."*

*Raka, Income Audit : "Very effective training. Thank you management for this useful knowledge."*

*Awan, Account Payable: "The first day I was a little distracted by the voice of the project worker next door, but during the training process delivered, I was very enthusiastic sir."*

*Ayu, Waiters restaurant: "I really like this training so it is easy and understandable and even explained when dealing with others."*

*Muhklis, Purchasing: "As a back office employee, the most frequent communication is over the phone. This training let us know how to communicate ethically in the workplace."*

In conclusion, training and excellent service communication can be understood and have the potential to change the behavior of participants. This happens due to the influence of previous experience factors at the time of exercise. According to Koukpaki Francois, Adams, dan Oyedijo (2020) that training and development, if carried out effectively, can influence employee behavior and knowledge so as to produce quality performance. While according to Kumar (2020) With the training, the potential of employees to develop is very good. The immediate consequence is more behavioral tendencies, which will present themselves if conditions and circumstances allow. When an organization provides training to its employees, it helps them in advancing their careers, which they want and need. Employees have realized the importance of skills, which ultimately increases team productivity and efficiency. They will be more satisfied with their jobs and less likely to leave the company. This has a direct impact on the bottom line of the organization. A better future is linked to advancement in employees' careers. It is a multifaceted approach that includes mastery of a pool of knowledge, a code of ethics, and a sense of social obligation.

## CONCLUSION

Training is a systematic and organized effort to improve performance effectiveness by developing knowledge, skills, and attitudes through experiential learning. The 120-minute training and development workshop titled outstanding service and communication yielded great results. Employees can better understand and carry out their work in accordance with the objectives of hotel management by applying training. In addition, individuals feel skilled and confident in applying their knowledge to their actual job duties or descriptions.

It is expected that the next researcher so that this training and development is carried out to improve the competence and workability of employees, training and development is carried out with various methods that are in accordance with the goals and capabilities of the company's human resources. And evaluation is needed to determine the effectiveness of the implementation of employee training and development.

Training and subsequent development initiatives are likely to increase. For example, in the future the coach will prepare some examples to solve. Problems can be created using pre-prepared materials or by using the case in advance. As a result, the abilities and skills of trainees develop. In addition, the following program should be more in-depth about the value of these skills and abilities to an organization's business by offering specific analysis facts. As a result, trainees can take activities seriously and develop a sense of belonging, or they can play an important role in organizational success.

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