

IMPROVING THE COMPETENCE AND QUALITY OF HUMAN RESOURCES IN THE HOSPITALITY SECTOR: A PERSPECTIVE OF HOTEL ENTREPRENEURS IN KENDARI

PENINGKATAN KOMPETENSI DAN KUALITAS SUMBER DAYA MANUSIA DI SEKTOR PERHOTELAN: PERSPEKTIF PENGUSAHA PERHOTELAN DI KENDARI

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ABSTRACT

The hospitality industry in Indonesia, particularly in Kendari, faces challenges in improving the competence and quality of human resources (HR) in line with the rapid growth of the tourism sector. Although hotel managers recognize the importance of employee training, the skills gap between the workforce's existing competencies and the growing demands of the hospitality industry remains a significant issue. This study addresses the knowledge gap regarding HR development challenges in Kendari's hospitality sector, caused by the mismatch between available training programs and the practical competencies required in the field. This research adopts a descriptive qualitative approach, conducting in-depth interviews with hotel owners, HR managers, employees, academics, and government representatives to analyze the problems and training needs in the hospitality industry. The findings contribute significantly to the development of human resource management theory in the hospitality sector, as well as providing insights for hotel managers and local governments to design more relevant training policies based on market needs.

Keywords: human resource competence; hospitality management; HR training policies; tourism sector; workforce development

ABSTRAK

Industri perhotelan di Indonesia, khususnya di Kendari, menghadapi tantangan dalam meningkatkan kompetensi dan kualitas sumber daya manusia (SDM), seiring dengan pesatnya perkembangan sektor pariwisata. Meskipun pengusaha hotel telah mengidentifikasi pentingnya pelatihan bagi karyawan, kesenjangan kompetensi antara keterampilan yang dimiliki tenaga kerja lokal dan kebutuhan industri perhotelan yang semakin berkembang masih menjadi masalah besar. Penelitian ini mengisi kekosongan pengetahuan mengenai tantangan pengembangan SDM di sektor perhotelan Kendari yang disebabkan oleh ketidaksesuaian antara pelatihan yang tersedia dan kebutuhan kompetensi praktis di lapangan. Penelitian ini menggunakan pendekatan deskriptif kualitatif dengan wawancara mendalam kepada pengusaha hotel, manajer SDM, karyawan, akademisi, dan perwakilan pemerintah untuk menganalisis permasalahan dan kebutuhan pelatihan di sektor perhotelan. Temuan penelitian ini memberikan kontribusi penting bagi pengembangan teori pengelolaan SDM di sektor perhotelan, serta memberi wawasan bagi pengelola hotel dan pemerintah daerah untuk merancang kebijakan pelatihan yang lebih relevan dan berbasis pada kebutuhan pasar.

Kata kunci: kompetensi SDM; kebijakan pelatihan; manajemen perhotelan; sektor pariwisata; sumber daya manusia

1. INTRODUCTION

The hospitality sector is one of the most important industries in the global economy, playing a role as a sector that is able to absorb a large number of workers and contribute significantly to the country's revenue, especially through the tourism sector. The tourism and hospitality industry contributes more than 10% to the global gross domestic product (GDP), making it one of the main drivers of economic growth and job creation (Martiwi, 2021; Rihardi, 2021). In the Indonesian context, the hotel sector also plays an important role in supporting

the tourism industry that continues to grow. Along with the increasing number of domestic and international tourists, the need for quality hospitality services is getting higher, which demands an increase in the competence of human resources (HR) working in this sector.

The competence of human resources in the hospitality sector greatly affects the quality of services provided to guests. Improving the quality of human resources is one of the main strategies that can be used by hotel industry players to face increasingly fierce competition (BADAWI & NUGROHO, 2022; Douw & Aedah, 2021). The competencies in question include technical skills, industry knowledge, and interpersonal skills necessary to provide satisfactory service to customers. As a service-based industry, hospitality demands employees who are not only technically skilled, but also able to communicate well and demonstrate a professional attitude. In other words, the quality of service provided by employees will be greatly influenced by how well they are trained and developed in their competencies.

In Kendari, as one of the emerging tourism destinations in Indonesia, the hospitality sector is faced with the challenge of improving the quality of human resources to support the development of this industry (BADAWI & NUGROHO, 2022; Douw & Aedah, 2021). Although the tourism potential in Kendari continues to grow, many hotels are struggling to meet the need for skilled and competent workers. This is due to the gap between the needs of the hospitality industry and the availability of skills possessed by the majority of the local workforce. Therefore, improving the competence of human resources in the hospitality sector in Kendari is very crucial to ensure that the services provided are in accordance with the expectations of tourists who are increasingly intelligent and selective.

The importance of developing human resource competencies is also further strengthened by a report by the Ministry of Tourism and Creative Economy, which states that continuous training and education can improve technical skills and customer service in the hospitality sector (Ayatina et al., 2020; Rihardi, 2021). One of the ways that hoteliers can improve the quality of human resources is by organizing regular training for employees, both in the form of technical skills training, such as housekeeping and front office, as well as soft skills training, such as communication and time management. As such, the hospitality sector not only relies on a technically skilled workforce, but also requires employees who are able to interact with guests professionally and effectively.

However, even though many hotels have made efforts to improve human resource competence, the challenges faced are still significant. Many hotel entrepreneurs in Kendari complain about the lack of training programs that are in line with market needs and the development of the hospitality industry. Existing training often does not meet the expected competency standards, thus having an impact on the quality of services provided. Furthermore, collaboration between hospitality industry players, educational institutions, and local governments needs to be improved to create training programs that are more targeted and relevant to industry demands (Darsono et al., 2023; Firmansyah et al., 2024; Kirana et al., 2024). Therefore, this study aims to identify the challenges and solutions faced by hotel entrepreneurs in Kendari in an effort to improve the competence and quality of their human resources, by looking at the perspectives of entrepreneurs, HR managers, and hotel employees.

It is undeniable that the hospitality sector in Kendari faces various challenges in improving the competence and quality of adequate human resources (HR). Although the rapid growth of the tourism industry opens up new opportunities, the problem of a shortage of skilled and trained labor is still a significant issue. This is due to the mismatch between the skills possessed by the local workforce and the growing needs of the hospitality industry (Adha, 2020; Fitriantini et al., 2019; Sinaga & Zaluchu, 2021). Not only that, although many hoteliers are aware of the importance of training and developing human resources, access to relevant and quality training programs remains limited, especially for certain positions that require special technical skills.

Furthermore, the lack of good coordination between educational institutions, industry players, and the government in Kendari has exacerbated this problem. Although several higher education institutions have provided hospitality study programs, graduates are often unprepared to face the real challenges of the world of work. The study found that existing training often cannot accommodate the specific needs of the local hospitality industry, so many hotels are forced to look for alternative solutions to upskill their employees (Adzansyah et al., 2023; Martiwi, 2021).

There has been no significant effort to address this gap through policy programs that support sustainable human resource development. Although local governments have launched several training and certification programs, their implementation is still not optimal and is often limited to certain regions or sectors. This shows that the existing policy has not fully touched all aspects of the need for human resource development in the hospitality sector, especially in terms of the quality and sustainability of training programs. These limitations have an impact on low customer satisfaction levels and the difficulty of hoteliers in improving the quality of their services. Therefore, this study focuses on identifying and analyzing the main problems that hinder the improvement of human resource competence and quality in the Kendari hospitality sector.

This research is important and urgent considering the increasing role of the hospitality sector in the local economy, especially in Kendari, which is one of the main destinations for tourists in Indonesia. This sector contributes greatly to job creation and regional income, but faces fundamental problems related to the quality and competence of human resources that are not optimal. Although efforts to improve the quality of human resources have been carried out by most hoteliers, the reality on the ground shows that there is a considerable gap between the needs of the industry and the skills possessed by the local workforce. In this context, this research becomes relevant and important because it can provide the right solution to overcome this problem by identifying the factors that cause the misalignment and providing recommendations based on empirical data obtained from the perspectives of entrepreneurs, HR managers, employees, academics, and the government.

Therefore, this study aims to explore the challenges and strategies implemented by hotel entrepreneurs in Kendari in improving the competence and quality of their human resources. This study also aims to analyze how existing education and training policies can be integrated with the needs of the hospitality industry in the area. By exploring the experiences and views of various stakeholders, this research is expected to provide deeper insights into the steps that need to be taken to improve the quality of hospitality human resources in a sustainable manner. The results of this study are expected to make a meaningful contribution to the development of training and education policies in the hospitality sector in Kendari, as well as a reference for hotel entrepreneurs in designing more effective and relevant training programs.

2. METHODS

This study uses a descriptive qualitative research design to explore a deep understanding of the improvement of competence and quality of human resources (HR) in the hospitality sector in Kendari. The design of this study was chosen to obtain comprehensive information regarding the views, experiences, and perceptions of hotel entrepreneurs, HR managers, hotel employees, academics, and government representatives related to the topic being studied. This study aims to provide a clear picture of the challenges, strategies, and policies implemented in human resource development in the hospitality sector, with a focus on aspects of training and skill improvement. The qualitative descriptive approach allows researchers to dig into data through in-depth interviews, which provide insights into phenomena that cannot be explained quantitatively. Therefore, this study prioritizes qualitative data collection through semi-structured interview techniques.

The instrument used in this study is a semi-structured interview that is structured based on the research objectives and relevant theories. Interviews were conducted with five key informants consisting of hotel entrepreneurs, HR managers, hotel employees, academics, and local government representatives. Each interview is focused on several main themes, such as challenges in improving human resource competencies, training strategies implemented, and existing policies to support human resource development (Syafriamansyah, 2023; Teguh & Ciawati, 2020). This interview instrument was chosen because it provides the flexibility to delve into the informant's views in depth, while still maintaining a focus on the questions that have been prepared. All interviews are recorded and analyzed to obtain information relevant to the research topic.

The research procedure begins with the selection of informants based on criteria relevant to the research topic, namely those who have direct experience and a deep understanding of the hospitality sector in Kendari. Interviews were conducted face-to-face and through online platforms, taking into account the convenience factor and the informant's time limitations. After the data was collected, the interview transcripts were analyzed using thematic analysis techniques to identify patterns that appeared in the informants' answers. The results of the analysis are then used to explain various issues related to the competence and quality of human resources in the hospitality sector. This procedure is followed to ensure that the results of the study can provide a clear and in-depth understanding of the phenomenon being studied.

3. RESULTS AND DISCUSSIONS

3.1. Research Results

This study aims to explore the perspective of hotel entrepreneurs in Kendari regarding the improvement of competence and quality of human resources (HR) in the hospitality sector. Based on interviews with five key informants consisting of hotel owners/managers, HR managers, hotel employees, academics, and representatives from the tourism office, it can be concluded that improving HR competencies requires serious attention from various parties, both from the hotel industry itself and from government policies.

The owner or manager of a hotel in Kendari, as explained by Informant 1 (Initials: S), identified the main challenge in improving HR competencies is the lack of relevant formal training for employees, especially in positions that require high technical and communication skills. This is compounded by a shortage of skilled workers who fit the needs of the industry, where many applicants do not have adequate basic skills. "The main challenge we face is the lack of formal training that is relevant for most employees, especially for positions that require high technical and communication skills," said Informant 1. However, hotel managers realize that effective training can improve service quality, and with training, trained employees can provide a better experience for guests, which in turn improves guest satisfaction and operational efficiency.

Meanwhile, according to the HR Manager at the hotel, Informant 2 (Initials: A), the identification of training needs is carried out through annual performance evaluations and feedback from guests. This evaluation aims to find out if there are any deficiencies in the services provided by employees. The most frequent training provided is customer service skills training, communication, as well as technical training for operational departments such as housekeeping and front office. According to Informant 2, this type of training is quite effective, with a significant increase in guest satisfaction and operational performance. "This training is quite effective, because we see an increase in guest satisfaction and better operational performance after the training is given," said Informant 2. In addition, HR managers also emphasized the importance of the role of employees in providing feedback related to areas that need improvement, as an effort to improve the quality of existing training.

From the perspective of hotel employees, Informant 3 (Initials: D) revealed that the training received at the hotel is quite adequate, but there are still some technical skills that need to be deepened, such as the use of a more advanced hotel management system. The training received focuses more on customer service and standard operational procedures. Informant 3 stated that this training is very helpful in carrying out daily tasks, but there are still shortcomings in terms of time management and communication skills that need to be improved to improve the quality of service. "The training I received was quite adequate, but there are some technical skills that I feel still need to be deepened," explained Informant 3. When it comes to job motivation, training plays a significant role as it gives a sense of confidence and a sense of appreciation, which encourages employees to work better and be loyal to the company.

In terms of higher education, Informant 4 (Initials: R), an academic in the hospitality field, stated that graduates of hospitality colleges are theoretically quite ready to work in the hospitality industry, but lack the practical skills needed in the field. Graduates often still need additional training regarding the use of hotel management software and communication skills in stressful situations. Informant 4 also emphasized that educational institutions need to collaborate more with industry to adjust the curriculum to market needs. "Educational institutions need to collaborate more with hoteliers to adjust the curriculum to the needs of the industry," said Informant 4. Higher education has an important role to play in providing basic knowledge, but it needs greater integration between the theory taught on campus and practical experience in the field.

Local governments also have an important role in improving the quality of human resources in the hospitality sector, as explained by Informant 5 (Initials: T), a representative of the Tourism Office. The government has launched various job training programs in synergy with the tourism and hospitality industry, including the provision of certification for hotel workers who take part in training. In addition, the government plans to introduce higher competency standards for the hospitality sector. According to Informant 5, the government also plays a role in creating training opportunities through subsidized educational institutions and facilitating cooperation between hotels and training institutions. "The government plays a role in opening training opportunities through subsidized educational and job training institutions," said Informant 5. This policy aims to meet the increasing need for skilled labor in the hospitality sector in line with the development of the tourism industry in Kendari.

Overall, the results of this study show that improving human resource competence in the Kendari hospitality sector requires cooperation between hotel entrepreneurs, employees, educational institutions, and the government. Training relevant to industry needs, technical and communication skills development, and increased integration between education and industry are critical to ensuring that HR in the hospitality sector can compete and provide high-quality services. Skilled and competent human resources not only have an impact on guest satisfaction, but also on the sustainability and development of the hospitality industry itself.

The results of this study provide a more in-depth picture of the challenges and strategies applied in improving the competence and quality of human resources (HR) in the hospitality sector in Kendari. Based on interviews with various informants, both hotel entrepreneurs, HR managers, employees, academics, and government representatives, several important findings were found related to the need for training and human resource development. Most hoteliers face the challenge of providing training that is relevant and in line with the increasingly rapid development of the hospitality industry. Informant 1(S) emphasized that although technical training and customer service are often provided, many employees still lack the basic skills needed, particularly in terms of communication and higher technical skills. According to the hotel manager, "The main challenge we face is the lack of formal training that is relevant for most employees, especially for positions that require high technical and

communication skills." This is a major issue because low competence in employees can have a direct impact on the quality of service provided to guests.

In addition to the challenges in providing relevant training, the results of the study also show that collaboration between the hospitality industry and educational institutions in Kendari still needs to be improved. Informant 4 (R), an academic in the hospitality field, revealed that although graduates of hospitality colleges in Kendari generally have adequate theoretical knowledge, they often lack the practical skills necessary in the field. This causes a competency gap between higher education and the real needs of the industry. "Educational institutions need to collaborate more with hoteliers to adjust the curriculum to the needs of the industry," said Informant 4. Researchers found that although many universities have internship or practical work programs, their implementation is still limited to theory that does not fully answer the practical challenges faced by the hospitality industry in Kendari. Therefore, there is an urgent need to increase the synergy between the world of education and industry so that the curriculum can be more adaptive to the latest changes in trends and technology in the hospitality sector.

From the government's side, Informant 5 (T) highlighted the importance of local government policies in supporting the improvement of the quality of human resources in the hospitality sector through subsidized training programs and certification for hotel workers who take part in training. Local governments also support the development of a skilled workforce by providing training opportunities accessible to hoteliers as well as working with local training institutions. "The government plays a role in opening training opportunities through subsidized educational and job training institutions," said Informant 5. The program aims to narrow the skills gap between the available workforce and the growing needs of the industry, especially as the flow of tourists increases and the need for more professional hospitality services. In addition, an unexpected finding in this study is the importance of strengthening the role of hospitality associations in initiating routine training based on clearer competency standards. Hospitality associations in Kendari are considered to have great potential to introduce certification and training programs that can be followed by entrepreneurs and hotel employees on a regular basis.

Overall, the results of the study show that the hospitality sector in Kendari faces challenges in terms of human resource competence, both in terms of relevant training, necessary practical skills, and cooperation between industry and higher education. Hoteliers, despite efforts to improve the quality of their human resources, still face limitations in terms of skilled human resources and a gap between the skills taught in higher education and the real needs in the field. Therefore, an active role is needed from local governments, educational institutions, and hospitality associations to better adapt training and curriculum to the needs of an increasingly dynamic market. The study also found that employee motivation and loyalty can be increased through proper training, which not only improves technical skills, but also communication and managerial skills that are much needed in facing the challenges of the competitive hospitality industry.

3.2. DISCUSSIONS

The results of this study show that there is a significant gap between the skills possessed by the hospitality workforce in Kendari and the growing needs of the industry. One of the main causes of this gap is the lack of formal training relevant to industry demands. These findings reinforce the argument that although many hoteliers in Kendari are aware of the importance of training, access to training programs that meet industry standards remains limited. Hotel managers stated that the training provided often did not include more advanced technical skills, such as the use of the latest hotel management systems and effective communication in complex customer service situations (Asni & Yuliana, 2019; Rihardi, 2021). This indicates the need for more holistic and integrated training, which includes not only basic

skills, but also in-depth technical abilities and soft skills in accordance with technological developments and industry demands. The study proposes that closer collaboration between hoteliers and educational institutions should be strengthened to design more relevant and adaptive training.

One of the important efforts that can overcome this competency gap is to strengthen the synergy between the hospitality industry and higher education institutions. The findings of this study reveal that graduates of hospitality higher education in Kendari generally have adequate theoretical knowledge, but lack the practical skills needed in the field. This phenomenon is in line with previous findings which show that many university graduates in the hospitality sector are not fully ready to face the challenges of the world of work. To produce a competent workforce, the higher education curriculum needs to prioritize practical training that is in line with industry needs (Asni & Yuliana, 2019; Kahar et al., 2021). Therefore, there needs to be more intensive cooperation between educational institutions and hospitality industry players, so that the curriculum can be adjusted to the specific skill needs needed by the market. Improving the quality of internships and practical work programs in the field will go a long way in reducing this skills gap.

Furthermore, this study also found that the role of local governments is very important in supporting the development of human resource competencies in the hospitality sector. The Kendari local government has launched various job training programs in collaboration with the hospitality industry, but its implementation is still limited to certain sectors. Therefore, it is necessary to evaluate the effectiveness of the policy and expand access for the entire hospitality sector. As conveyed by Informant 5, the development of higher competency standards in the hospitality sector and the improvement of certification programs can be an effective step in improving the quality of human resources. Government policies should be focused on improving the quality of training that is relevant and accessible to all levels of the workforce (Manrang et al., 2022; Mentari & Rahman, 2020; Tjai, 2021). This policy will provide opportunities for hotel workers to acquire more in-depth skills, while improving the quality of service in the hospitality sector.

In addition, the study found that the training provided by hoteliers has had a positive impact on improving guest satisfaction and operational performance. HR managers at hotels identify that the customer service and communication skills training provided to employees delivers significant results. This shows that training focused on interpersonal and technical skills can improve the quality of service provided to guests, which ultimately has an impact on customer satisfaction levels. Referring to the theory of human resource development, effective training can not only improve technical skills, but also build a better relationship between employees and customers, which is very important in the hospitality industry (Adzansyah et al., 2023; Denny, 2022; Manrang et al., 2022). Therefore, it is important for hoteliers to continuously update their training programs to match market trends and needs, and ensure that the training has a real impact on service improvement.

An unexpected finding in this study is the importance of the role of hospitality associations in initiating routine training based on clearer competency standards. Hospitality associations in Kendari have the potential to introduce certification and training programs that entrepreneurs and hotel employees can participate in on a regular basis. the importance of continuous competency development through structured training based on specific competency standards. With associations acting as key drivers in HR development, the hospitality sector can ensure that the existing workforce has the skills that match the set standards (Darmiatun & Nurhafizah, 2019; Syafrimansyah, 2023; Yohamintin et al., 2021). Therefore, researchers argue that strengthening the role of hospitality associations in improving the quality of training and certification will be key to addressing the skills gap that exists in the sector.

4. CONCLUSIONS

Based on the results of this study, it can be concluded that the hospitality sector in Kendari faces significant challenges in improving the competence and quality of human resources (HR), especially related to the mismatch between the skills of the local workforce and the needs of the industry that continues to grow. This study shows that although hoteliers are aware of the importance of training, access to relevant and quality training programs is still limited. In addition, collaboration between the world of education, industry, and the government has not been optimal, so there is still a gap between higher education and the need for practical competencies in the field. Therefore, to improve the quality of human resources, better synergy is needed between hotel entrepreneurs, educational institutions, and the government, in order to create training programs that are more in line with the needs of the hotel industry. The study also highlights the importance of strengthening the role of hospitality associations in initiating training and certification programs based on clear competency standards.

Theoretically, the findings of this study make an important contribution to the development of competency theory and human resource management in the hospitality sector, especially in the context of how human resource training and development can be better integrated with dynamic industry needs. The study also enriched the understanding of the importance of collaboration between education, industry, and government to reduce the existing competency gap, and highlighted the need to update the higher education curriculum to be more relevant to industry demands. In practical terms, these findings provide very useful insights for hotel managers and hotel industry managers in designing more effective, directed, and sustainable HR development strategies. The implementation of more relevant training and closer collaboration between relevant sectors will help improve the quality of hospitality services, ultimately contributing to customer satisfaction and business sustainability.

However, this study has several limitations, such as the limited number of informants involved and focusing on one geographical area, namely Kendari, which can affect the generalization of research results to other regions. Therefore, further research is recommended to expand the scope of the region and involve more informants from various backgrounds, including field workers, to get a more comprehensive picture of the challenges and solutions related to human resource development in the hospitality sector. Future research can also explore the direct impact of training programs based on new technologies or other innovations, which may be more effective in improving the quality and skills of human resources in this digital era.

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