



Influence Analysis of Room Division Employee Job Training on Service Quality, Guest Satisfaction and Returning Interest at PT. Baleka Selaras Mandiri



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Article history:

Submitted: 27 June 2024

Revised: 18 July 2024

Accepted: 09 August 2024

Keywords:

*Baleka Selaras Mandiri;
guest satisfaction;
room division employees;
service quality;
work training;*

Abstract

This research aims to analyze the effect of work training for room division employees at PT. Baleka Selaras Mandiri regarding service quality, guest satisfaction and interest in returning. This research is a quantitative research type. Data collection was carried out through distributing questionnaires at three PT properties. Baleka Selaras Mandiri namely Baleka Resort & Spa, Villa Tukad Alit Kerobokan and The Tukad Villa Seminyak. The total number of respondents in this study was 100 respondents. The collected data was then tested for reliability and validity, and the results showed that the data was reliable and valid so that it could be used in further analysis. Hypothesis testing was carried out by the Manova test and the results obtained were that the Sig. < 0.05. These results show that work training has a positive and significant effect on service quality, work training has a positive and significant effect on guest satisfaction, and work training has a positive and significant effect on interest in returning.

International research journal of management, IT and social sciences © 2024.

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1 Introduction

The hospitality industry is a service sector that combines products and services. The design of a hotel is made with guest comfort in mind, then combined with the services provided by hotel employees to make hotel guests more comfortable. Human resources (HR) owned by the hotel are a very important factor, this is because every aspect of hotel service involves human resources (Mahatama & Wardana, 2021). Hotels must ensure that the HR they have is of good quality so that they can optimally carry out all activities to support the achievement of high performance and productivity. As an effort to achieve increased work productivity, a company carries out training efforts aimed at improving and developing the attitudes, behaviour, skills and knowledge of employees (Shen & Tang, 2018; De Grip & Sauermann, 2013).

Job training is carried out so that each employee understands correctly how to do the job. Job training is also carried out to align their attitudes and behaviour towards work (Rahmadi et al., 2021).

Job training is also an important element in achieving organizational goals and dreams. One of the goals of training is to improve the quality of service to customers. Service quality is the totality of the characteristics and properties of a product or service which then affects its ability to satisfy stated or implied needs (Afifa, 2020). Asnawi (2017), service quality can be defined as a reflection of consumer evaluative perceptions of the service received at a certain time. Service quality is determined based on the level of importance of the service dimensions, namely 1). Direct evidence (tangibles), including physical facilities, equipment, employees, and means of communication 2). Reliability, namely the ability to provide promised services immediately, accurately, and satisfactorily, 3). Responsiveness, namely the desire of staff to help customers and provide responsive service, 4). Assurance, including the knowledge, ability, politeness, and trustworthiness of staff, free from danger, risk, or doubt, 5). Empathy, includes ease in establishing relationships, good communication, personal attention, and understanding customer needs (Brady & Robertson, 2001; Brady et al., 2002; Udo et al., 2010).

Guests always have certain expectations of the services or products provided by the hotel, therefore, hotels need to train their employees to read customer expectations so that customers are served according to their expectations and get satisfaction (Luulu & Florence, 2023). This training can make employees work better, faster and more skillfully so that they can comply with hotel policy, namely providing satisfaction to guests (Maryana, 2002). Consumer or customer satisfaction is the level of satisfaction of a person after comparing the performance or results felt compared to their expectations. Customer expectations play an important role and also have a big influence in determining the quality of goods and services, as well as consumer satisfaction. In the evaluation process, customers will use their expectations as a reference, so consumer expectations are the reason why there are two organizations in the same business, but can be assessed differently by consumers (Nadhifah, 2020). The indicators used in measuring guest satisfaction are 1). Product quality, namely customers will feel satisfied if after buying and using the product it turns out that the quality is good, 2). Price, namely a low price is an important source of satisfaction because they will get high value for money, 3). Service Quality through the concept of service quality has 5 dimensions, namely tangible, reliability, responsiveness, assurance, and empathy, 4.) Cost and convenience, namely a sacrifice made by customers to get services or products that are relatively easy, efficient, and comfortable (Padma & Ahn, 2020; Yu et al., 2022; Moreno-Perdigon et al., 2021).

Job training is also needed in handling problems related to products and services. Proper knowledge of the customer handling process helps employees convey consumer problems to top managers so that changes can be implemented. Management can implement policies to improve service quality and product features (Nguyen et al., 2021). This element has a direct impact on future sales opportunities and company revenue (Jain & Sharma, 2019). Job training is an important part of human resource management. In reality, not all hotels implement good human resource management. Human resource management must be managed properly to create a sustainable competitive advantage (Sandi et al., 2019).

This phenomenon also occurs at PT. Baleka Selaras Mandiri, where human resource management has not been fully implemented properly. Since its establishment in 1994, PT. Baleka Selaras Mandiri has only focused on recruitment and compensation in human resource management. One of the impacts of poorly managed human resource management is the decline in the company's growth rate (kunci.com, 2024). Some of the symptoms of the need for training are unachieved work standards, employees being unable to complete their tasks, employees being unproductive, sales levels declining, and profits declining (Sugiartha, 2016). In 2022, PT. Baleka Selaras Mandiri earned revenue of IDR. 9,106,092,800 with an occupancy rate of 67%. Revenue in 2023 was IDR. 11,701,266,240 with an occupancy rate of 70%. Although there was an increase, it was not significant compared to the revenue before the pandemic, which averaged IDR 18,258,905,111 per year with an occupancy rate of 90%.

The dynamics of increasingly tight business competition require PT. Baleka Selaras Mandiri to implement new strategies, one of which is the competitive advantage of human resources through job training. In 2022, PT. Baleka Selaras Mandiri started job training. The purpose of the training organized by PT. Baleka Selaras Mandiri is to develop skills, and knowledge, and maintain standards and consistency of service. The training was organized by PT. Baleka Selaras Mandiri to employees is as follows:

Table 1
Job training in PT. Baleka Selaras Mandiri

No	Training	Aims	Participant Level	Period
1.	Mandatory Training	Introduction to new employees regarding the company's history, business patterns and service standards as well as how to appear and work behavior	All employees	February 1 to February 20, 2022
2.	Peer Coach	Teaching how to train employees at workstations	Supervisors and managers	(10 classes held with 15 staff in each class)
3.	Supervisor Training	Teaching how to train supervisors' work patterns	Supervisors and selected employees	March 15, 2022
4.	Safety and Fire Fighting	Teaching safety standards and fire prevention	All employees	April 7, 2022
5.	Child Protection Training	Teaching how to create a safe environment for children	All employees	January 10, 2022
7.	English Training	Teaching how to improve English	All Employees	April 25 to April 29, 2022 (5 classes held with 20 staff in each class)
8.	VHP Training	Teaching mastery of VHP (property management system)	Sales Staff	March 1 to May 31, 2022, held every Wednesday
9.	Development training	Development training	FO Staff	March 5, 2022

(Source: Processed data, 2024)

Job training is also conducted in each hotel division, including the Room Division. Training in the Room Division is due to guest complaints about the quality of work of Room Division employees and affects guest satisfaction. Job training in Table 1 and training in the Room Division aims to develop skills, and knowledge, and maintain standards and consistency of service so that guests will be satisfied and can become repeaters. This study aims to 1). Analyze the effect of job training on service quality, 2). Analyze the effect of job training on guest satisfaction, 3). Analyze the effect of job training on the interest in revisiting. The object of the study is the room division job training of PT. Baleka Selaras Mandiri.

2 Materials and Methods

The research underlying this article is tourism research conducted using a quantitative approach. The respondents who are the primary data sources are guests staying at three properties owned by PT. Baleka Selaras Mandiri. The instrument

used to collect primary data is a Likert Scale questionnaire which can be used to measure the attitudes, opinions and perceptions of a person or group of people about a social phenomenon (Sugiyono, 2013). The questionnaire was created with 5 alternative response options, namely Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A) and Strongly Agree (SA). The statements in the questionnaire were compiled from the results of the operationalization of variables carried out on the opinions of experts regarding job training, service quality, guest satisfaction, and interest in revisiting. The questionnaire was then distributed to 100 respondents. The questionnaire data was then analyzed using the SPSS program to determine the validity and reliability of the data. If the r-count obtained through analysis with the SPSS program is greater than the r-table (0.195) then the data is declared valid. Reliability testing is carried out using the Cronbach Alpha value and is declared reliable if the value is greater than or equal to 0.60. Data analysis in this study used the Manova test method which is a translation of multivariate analysis of variance.

Multivariate variance testing is a statistical method used to analyze data consisting of many variables where the variables are related to each other. The form of this multivariate means that there is more than one dependent variable. So the *manova* test is used to measure the effect of independent variables on several dependent variables simultaneously (Sukmiyati, 2019). The stages in the *manova* test are 1). The normality test is used to determine whether the data obtained is normally distributed with a significance level of $\alpha = 0.05$ or 5%, 2). This homogeneity test is intended to determine whether the data obtained has the same or different variants. The data used to conduct the homogeneity test is data from the questionnaire. The test used is Levene's Test, which measures the P value greater or less than $\alpha = 0.05$, 3). The *manova* test is used to test the first, second and third hypotheses. Hypothesis testing is carried out based on the significance value of the SPSS output with the following criteria:

- a) If the sig. number > 0.05 , then H_0 is accepted (no effect)
- b) If the sig. number < 0.05 , then H_0 is rejected (there is an effect).

3 Results and Discussions

3.1 Results

Data was obtained by distributing questionnaires to 100 respondents in three properties of PT. Baleka Selaras Mandiri was analyzed with the following results:

Table 2
Instrument validity test results

Variable	Indicator	r-count	r-table	Information
Job Training (X_1)	$X_{1.1}$	0,731	0,195	Valid
	$X_{1.2}$	0,741	0,195	Valid
	$X_{1.3}$	0,769	0,195	Valid
	$X_{1.4}$	0,724	0,195	Valid
	$X_{1.5}$	0,646	0,195	Valid
Quality of Service (Y_1)	$Y_{1.1}$	0,745	0,195	Valid
	$Y_{1.2}$	0,756	0,195	Valid
	$Y_{1.3}$	0,798	0,195	Valid
	$Y_{1.4}$	0,793	0,195	Valid
	$Y_{1.5}$	0,754	0,195	Valid
Guest Satisfaction (Y_2)	$Y_{2.1}$	0,635	0,195	Valid
	$Y_{2.2}$	0,646	0,195	Valid
	$Y_{2.3}$	0,562	0,195	Valid
	$Y_{2.4}$	0,632	0,195	Valid
Interest in Returning (Y_3)	$Y_{3.1}$	0,704	0,195	Valid
	$Y_{3.2}$	0,696	0,195	Valid
	$Y_{3.3}$	0,665	0,195	Valid
	$Y_{3.4}$	0,646	0,195	Valid

(Source: processed data, 2024)

Table 2 shows that all r-count items are greater than $r\text{-table} = 0.195$ or more so that all instrument statements are declared valid and can be used for further analysis. Furthermore, the reliability test of the research instrument was carried out using the Cronbach Alpha value, namely to determine the unidimensionality of the statement items against the latent variables studied (Job Training, Service Quality, Guest Satisfaction, and Returning Intention).

Table 3
Instrument reliability test results

No	Variable	Cronbach's Alpha	Information
1	Job Training (X_1)	0.785	Reliable
2	Quality of Service (Y_1)	0.806	Reliable
3	Guest Satisfaction (Y_2)	0.731	Reliable
4	Interest in Returning (Y_3)	0.781	Reliable

(Source: processed data, 2024)

The results of the reliability test presented in Table 3 show that all research instruments have a Cronbach Alpha coefficient of more than 0.60. So it can be stated that all variables have met the reliability requirements so that they can be used to conduct research.

Normality test

This test aims to determine whether the data obtained is normally distributed or not, using the Kolmogorov-Smirnov test. If the Asymp. Sig. (2-tailed) the coefficient is greater than 0.05, the data is said to be normally distributed.

Table 4
Normality test results

Variable	N	Mean	Std. Deviation	Absolute	Differences		Test Statistic	Sig.
					Positive	Negative		
Quality of Service	100	.0000	1.44344	.103	.103	.085	.103	.177
Guest Satisfaction	100	.0000	1.40996	.061	.050	.061	.061	.200
Interest in Returning	100	.0000	1.42958	.101	.097	.062	.096	.210

(Source: processed data, 2024)

Table 4 shows that the Kolmogorov-Smirnov output results for the variables of service quality, guest satisfaction and intention to revisit have a Sig value greater than 0.05 so that the data is normally distributed.

Homogeneity test

The homogeneity test aims to determine whether the data obtained has the same variance (homogeneous). The results of data testing are carried out using Levene's Test by measuring the P value greater or less than $\alpha = 0.05$ as follows:

Table 5
Homogeneity test results

Variable	Levene Statistic	df1	df2	Sig.
Quality of Service	.388	.1	.97	.564
Guest Satisfaction	.220	.1	.97	.642
Interest in Returning	.354	.1	.97	.552

(Source: processed data, 2024)

In Table 5, the significance value of the homogeneity of the service quality, guest satisfaction and return visit variables is greater than 0.05, where the data is homogeneous so that the dependent variables in this study have the same variance (homogeneous).

Hypothesis Test

After both hypothesis requirements tests are met, the Manova hypothesis test is continued, using the multivariate variant test through the SPSS program with the following criteria:

- a) If the sig. > 0.05, then H₀ is accepted (no effect).
- b) If the sig. < 0.05, then H₀ is rejected (there is an effect)

The hypotheses to be tested are:

- a) First hypothesis
H₀: There is no effect of job training on service quality.
H_a: There is an effect of job training on service quality.
- b) Second hypothesis
H₀: There is no effect of job training on guest satisfaction.
H_a: There is an effect of job training on guest satisfaction.
- c) Third hypothesis
H₀: There is no effect of job training on the intention to revisit.
H_a: There is an effect of job training on the intention to revisit.

The decision was taken by analyzing Pillai Trace, Wilk Lambda, Hotelling Trace, and Roy's Largest Root. The Manova test results data can be seen in the following table.

Table 6
Multivariate significance test results

Multivariate Tests^c

Effect		Value	F	Hypothesis df	Error df	Sig.	Noncent. Parameter	Observed Power(a)
Intercept	Pillai's Trace	.996	7679.511 ^a	2.000	57.000	.000	15359.022	1,000
	Wilks' Lambda	.004	7679.511 ^a	2.000	57.000	.000	15359.022	1,000
	Hotelling's Trace	269.457	7679.511 ^a	2.000	57.000	.000	15359.022	1,000
	Roy's Largest Root	269.457	7679.511 ^a	2.000	57.000	.000	15359.022	1,000
Training	Pillai's Trace	.457	23.993 ^a	2.000	57.000	.000	47.986	1,000
	Wilks' Lambda	.543	23.993 ^a	2.000	57.000	.000	47.986	1,000
	Hotelling's Trace	.842	23.993 ^a	2.000	57.000	.000	47.986	1,000
	Roy's Largest Root	.842	23.993 ^a	2.000	57.000	.000	47.986	1,000

(Source: processed data, 2024)

Table 7
Results of the multivariate significance test

Test of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Noncent. Parameter	Observed Power(a)
Corrected Model	Service quality	1706.667 ^a	1	1706.667	17.676	.000	17.767	.985
	Guest satisfaction	1151.765 ^c	1	1151.765	35.556	.000	1151.765	1.000
	Interest in Returning	1504.100 ^c	1	1504.100	25.358	.000	25.358	1.000
Intercept	Service quality	377626.667	1	377626.667	3911.113	.000	3911.113	1.000
	Guest satisfaction	419524.885	1	419524.885	12951.086	.000	12951.086	1.000
	Interest in Returning	397402.500	1	397402.500	6537.076	.000	6537.076	1.000
Pelatihan	Service quality	1706.667	1	1706.667	17.676	.000	17.676	.985
	Guest satisfaction	1151.765	1	1151.765	35.556	.000	35.556	1.000
	Interest in Returning	1504.100	1	1504.100	25.358	.000	25.358	1.000
Error	Service quality	5600.000	58	96.552				
	Guest satisfaction	1878.796	58	32.393				
	Interest in Returning	1147.500	58	30.197				
Total	Service quality	384933.333	60					
	Guest satisfaction	422555.445	60					
	Interest in Returning	202550.000	60					
Corrected Total	Service quality	4054,971	33					
	Guest satisfaction	2986,029	33					
	Interest in Returning	5147.500	33					

(Source: processed data, 2024)

The Manova test value is shown in Table 7 in the job training row there are 3 items, namely service quality, guest satisfaction, and intention to revisit. The row also shows the results of the test of the influence of one independent variable on each dependent variable. The Sig value obtained is 0.000, so the Sig value <0.05. Based on the Sig value, the results of the hypothesis test are as follows:

- The first hypothesis, Sig value <0.05, then H_0 is rejected and H_a is accepted, namely there is an influence of job training on service quality.
- The second hypothesis, Sig value <0.05, then H_0 is rejected and H_a is accepted, namely there is an influence of job training on guest satisfaction.
- The third hypothesis, Sig value <0.05, then H_0 is rejected and H_a is accepted, namely there is an influence of job training on return visit interest.

Based on the hypothesis test requirements and Sig. value in Table 6, the results of the hypothesis test are as follows:

- a) The first hypothesis, Sig value <0.05 , then H_0 is rejected and H_a is accepted, namely there is an influence of job training on service quality.
- b) The second hypothesis, Sig value <0.05 , then H_0 is rejected and H_a is accepted, namely there is an influence of job training on guest satisfaction.
- c) The third hypothesis, Sig value <0.05 , then H_0 is rejected and H_a is accepted, namely there is an influence of job training on return visit interest.

3.2 Discussion

Based on the Grand Theory by [Ali & Simamora \(2022\)](#), states that training is a learning process that involves the acquisition of skills, concepts, rules, or attitudes to improve employee performance. Development is defined as preparing individuals to assume different or higher responsibilities in a company, organization, institution or educational institution. Every job training activity is provided by PT. Baleka Selaras Mandiri must be able to improve employee performance and shape employees to carry out higher responsibilities. Based on the results of the Manova test which shows that the Sig. value <0.05 for the independent variable (job training) has a significant effect on all dependent variables (service quality, guest satisfaction, interest in revisiting). Job training activities at PT. Baleka Selaras Mandiri which just started in 2022, influence increasing employee performance gradually. This is also reinforced by the results of an interview with the Front Office Manager of PT. Baleka Selaras Mandiri which was conducted on August 1, 2024, as follows:

"Since training became a new management policy, and has been implemented since February 2022, I feel that the Front Office staff are working better, can understand guest needs so that the service runs well, staff are also able to resolve guest complaints and report to us regarding operational problems so that management can provide service and product improvement policies".

The results of the interview with the Housekeeping Manager of PT. Baleka Selaras Mandiri which was conducted on August 1, 2024, also strengthened the results of the following analysis:

"The training program for the Room Division helps the housekeeping team in providing good service to guests. The housekeeping team understands that if there is a complaint in the room, guests will not want to stay at Baleka again. With the training of the housekeeping team, how to provide good service and how we can provide satisfaction to guests through room cleaning services. This can be seen from the increasing absence of complaints about room cleaning performance".

The interview with the room division staff conducted on August 2, 2024 also strengthened the results of the following analysis:

"Since the training, we have a better understanding of our duties and responsibilities, we can also understand the needs of the guests so that we can provide accurate service to the guests. From guest feedback when checking out, guests are always satisfied with the service provided".

4 Conclusion

Based on the results of the analysis, the conclusions in this study are as follows:

- a) Job training has a positive and significant effect on service quality. PT. Baleka Selaras Mandiri must consistently conduct job training to increase employee knowledge in understanding the process of implementing good work so that with good work implementation the quality of service will be better.
- b) Job training has a positive and significant effect on guest satisfaction. PT. Baleka Selaras Mandiri must consistently conduct job training to read guest expectations so that employees have the knowledge to know guest expectations, services will be carried out according to guest expectations and increase guest satisfaction.
- c) Job training has a positive and significant effect on the interest in returning. PT. Baleka Selaras Mandiri must consistently conduct job training to read customer expectations so that employees serve guests according to the expectations expected by guests and get satisfaction.

Conflict of interest statement

The authors declared that they have no competing interests.

Statement of authorship

The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

Acknowledgments

We are grateful to two anonymous reviewers for their valuable comments on the earlier version of this paper.

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