

The Impact of Training Program on Employee Career Development in Pullman Ciawi Vimala Hills Hotel

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Abstract

This research aims to analyze the impact of training Program towards employee career development in Pullman Ciawi Vimala Hills Hotel. The study source used primary data in the form of questionnaire and given to 52 respondents. The results of this study are training program influential significantly for the career development of employees in hotel Pullman Ciawi Vimala Hills.

Keywords

training program; career development; hotel, pullman ciawi



I. Introduction

One of the main means of tourism is accommodation, one of which is a hotel or inn; the hotel is referred to as a means of tourism because its life depends on the number of tourists who come (Pradini et al., 2022). According to (Prakoso, 2017) a hotel is a building that has a basic business in providing rooms and facilities for the public or the public in general and has food and beverage services, room service services, washing and the use or enjoyment of furniture in the hotel. So in the hotel not only get a bed but also a lot of facilities in it so that many tourists think to stay in a hotel when they are on vacation in a place that is quite far from where they live, there are several popular and much-interested destinations for tourists who come to Indonesia, one of which is West Java province even until the occupancy rate in some hotels in West Java province increases slowly from year to year. The data reported from the Statistics Supervision Agency regarding the level of hotel room occupants in West Java province from 2019 - 2022. Here is attached to the description there is table 1. The total number of room occupancy in West Java province in 2019 - 2022.

Table 1. Total number of room occupants of West Java Province in 2019 – 2022

2019	43,32 %
2020	41,31 %
2021	45,41 %
2022	33.82 % (Jan – Feb)

Source: BPS Indonesia, 2022

In the hospitality industry, of course, it is synonymous with hospitality and excellent service from employees to guests. Employees' excellent service can make guests feel comfortable and will come back to stay or enjoy the facilities (Lestari et al., 2022). Excellent service is a friendly and generous service from the host to his visitors, he also said that everyone who has a career in tourism must have a spirit of service so that guests feel appreciated during their visit (Saputra, 2021). The hardcore of service quality is fierce business competition (Dewi, L, 2022). However, to be able to create a spirit of service and also good performance there needs to be motivation for employees to continue to develop, learn and achieve higher positions, of course, leaders must think of ways that

employees can continue to develop in the learning process so as to create good and satisfactory services for guests who come to stay at the hotel.

The problem that organizational leaders often face is to find the best way that must be taken in order to improve the performance of their employees in order to consciously and responsibly carry out their duties as well as possible, because each employee has different needs so that the leader must understand the needs and desires of his employees (Sentana and Widyatmaja, 2016) in (Yulis et al., 2019). Basically, employees work very well, but over time employee performance can decrease. The organization leadership must realize this to motivate employees so that they can continue to grow, one of which is by conducting training programs to improve the quality of performance of these employees (Digdowiseiso & Lestari, 2021).

The thing that the hotel manager must do to improve the quality of employee performance is to hold a Training Program for the career development of its employees. This is expected to be a refusal for employees to be able to work professionally in carrying out duties and obligations in accordance with the purpose of the hotel and also in accordance with hotel service standards. Nugroho (2019) said that training activities basically have the goal of developing the quality of human resources in a company and this way will improve the employee side regarding ability and competence in work.

The basis of a career is a concept of self-title that helps to explain one area of growth of the steadiness of the individual's career, which reflects the steadiness of the individual's career, the career needs of the individual, the motives as individual movers and the talents found in individuals based on experience (Schein, 1990) in (Widyawati, 2021). So an employee must be able to show his personal qualities to occupy a higher position, of course there are conditions demanded by the hotel leader to master his various skills, knowledge, experience, and abilities for the employee's career needs. Individuals who work according to their career foundation are more likely to achieve positive career outcomes such as job effectiveness, job satisfaction and career steadiness ((Danziger, 2008; Widyanti, 2021).

The hotel that will be a research place is Pullman Ciawi Vimala Hills Hotel, one of the 5-star hotels in Bogor regency of West Java Province. Pullman Hotel is one of the hotels from Accor where known hotels under the auspices of Accor have promising career development for its employees so that every month there is always a training program for employees. One of the training programs carried out at the Pullman Ciawi Vimala Hills hotel is Cross Training, this training program is a program held every 3 months for employees who want to be promoted to rise to a higher level.

This cross training program aims to be done for employees who want to develop their careers, and this program is carried out between departments for example when employees of the Housekeeping department want to develop their careers to become a higher level, so the employee can do Cross Training in the front office department, and this allows housekeeping employees to become front office. There is also Cross Training who wants to move up to a higher level, for example, receptionists want to become front office supervisors then there will be Cross Training first and can be promoted to supervisor. Usually, the turnover of Cross Training employees can be 2x in each year but still depends on the receiving department.

Employees who do Cross Training usually be trained in their chosen department for 2 full weeks and they will be taught by HOD (head of department) of the receiving department, for once every 1 year employees who do cross training can be 1 to 2 people and this is also concerned in terms of promotion of positions for employees. The result has been that many have been promoted to a higher level of position after doing cross training.

Based on the background described above, this study took the topic "The Influence of Training Programs on Employee Career Development at Pullman Ciawi Vimala Hills Hotel". The room division department was chosen in this study because the number of cross training conducted at the Pullman Ciawi Vimala Hills hotel is an employee who wants to expand to the room division department, besides that this department is also the most related to guest service and interacts more often with guests. At the Pullman Ciawi Vimala Hills hotel the parts included in the room division department are front office, housekeeping and entertainment.

II. Review of Literature

2.1 Career Development Theory

In developing good service in an employee performance service, the company needs to be improved periodically, especially the increasing number of competitors because good service will make customers feel satisfied with the performance of existing employees in the company. As is the case in the world of hospitality where when serving guests who visit the hotel for automatic stays that become a reference for guests is satisfactory service and facilities. Customer satisfaction is one of the benchmarks on the assessment of employee performance in the field of hospitality. According to (Sedarmayanti, 2010; Hidayat, 2018) performance assessment is needed to find out the results or levels of employee success. Work assessment is carried out on the assumption that employees understand their performance standards and that leaders also provide the feedback, development, and employee incentives needed to continue improving their performance according to the targets already provided by the leader. In addition, it is also necessary to have an evaluation carried out by the leader on his employees, the evaluation carried out by the leader will show the development in the employee. Based on the statement (Marliani, 2017) In Alifah, As'ad and Hajali (2022), suggesting that motivation is the main thing that directs and encourages the attitude and desire of employees to do an activity in the form of hard work in a career.

Careers also provide alternative options for employees to be productive, accomplished and loyal. Employees can start their careers starting from the startup stage or the formation stage. This stage can be said to be a stage that emphasizes the main needs for employees as a result of their performance. From this statement, it can be concluded that career development is a reference for employees to improve their performance and improve their work quality. Usually at the beginning of the employee starting work there is a discussion between employees and the company in the process of career development and employees already know the targets that must be achieved at least in 1 year of work, From the explanation above can be concluded evalusi to employees is an important thing in achieving the employee's career goals.

2.2 Training Program Theory

One of the things that affect employee performance is the implementation of a job training program, usually this program is done for employees who have just joined the company but this program also applies to old employees to improve their performance over time. In the field of hospitality there is always a program and this is important for employees to learn to explore the good service they will provide to guests which will be good for the hotel's image. Because in hospitality, the main thing is the satisfaction of guests who make them always want to visit the hotel again. The more positive ratings from guests the better the image of the hotel. To create a good service, of course, the hotel also

has programs related to these services and usually always held programs to continue to hone the skills of its employees, this employee training also affects good sensitivity as well. According to Mathis (2002) in Early (2020: 8), Training is a process by which people have achieved organizational goals therefore, the process is bound to various organizational goals . It can be concluded that job training is one of the factors that affect the increasing performance of employees in carrying out their responsibilities at work, thus making customers feel satisfied, in job training . The company strives to acquire knowledge, skills and attitudes that can be used to improve employee performance. The existence of good service certainly gets good value from guests and the reputation of the hotel increases so that many other guests become curious to come to the hotel. Because for guests the comfort in staying in a hotel is not just a price, facilities or luxury but the comfort created will give a good impression.

But in developing employee performance is not only doing a job training program whose goal is to hone employee skills to improve but there are also other things that make employee performance can increase, namely by appreciation. in the form of employee career development .

2.3 Relationship of Training Program and Employee Career Development

Training and career development programs are closely related in improving employee performance. Job training programs are aimed at employees who want to hone their abilities to improve quality in their performance, then career development is their motivation in working to achieve more goals . tall. So it can be concluded that employees do job training to get a good career so as to produce good performance.

2.4 Research Relationship

Relevant research can broaden the outlook and knowledge for researchers can also avoid repetition of research that has been done by others or to maintain the originality of research.

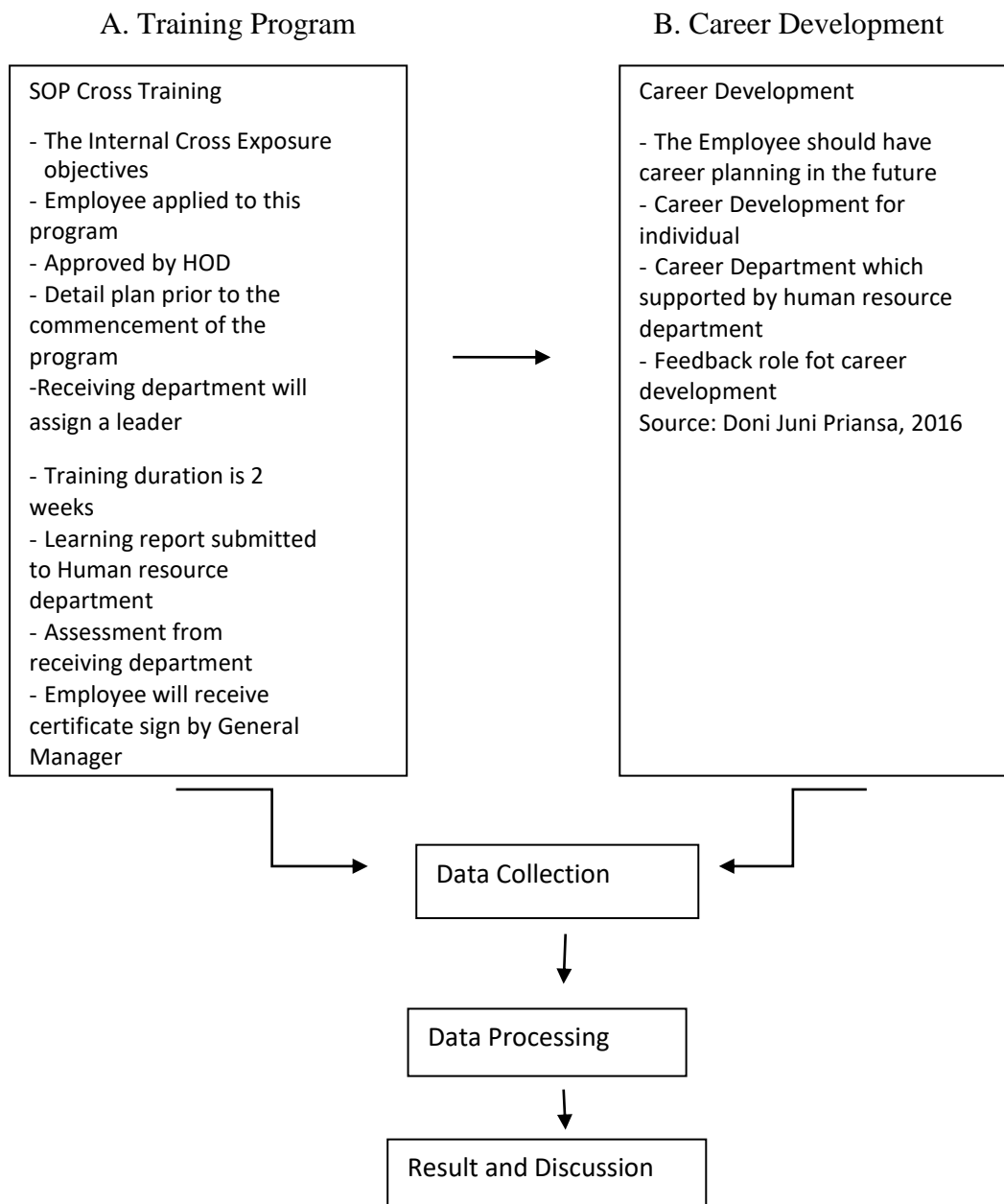
This research is based on references from several jurnal, namely:

- a. From the results of research owned by Zulfatun Ni'imah in 2019 with the title "the influence of training and work motivation on the performance of kyriad Grand Master Hotel Purwodadi employees". In the study, job training and motivation affected employee performance by the remaining 67.9% influenced by things outside the variable.
- b. From the results of research owned by Runik Puji Rahayu in 2018 with the title "The effect of job training on the performance of Campong Hotel employees in Sampang Regency". In this study, job training only affected 12.3% on the performance of the remaining employees influenced by other factors.
- c. From the results of research owned by Luh Putu Yunia Anggy Pratiwi in 2017 with the title "The influence of the work environment and career development on employee retention at santika nusa dua bali hotel". In this study, the work environment and career development significantly influenced employee retention.

2.5 Framework

Based on the description of the theoretical foundation above, about job training programs on the influence of employee career development can be compiled a frame of mind as follows:

The influence of the Training Program on the career development of employees at the Pullman Ciawi Vimala Hills Hotel.



The framework of mind is intended to describe the research paradigm as the answer to a research problem. In this framework of thinking there are three variables, namely independent variables (job training programs and career development) that connect dependent variables (employee performance). In this study, researchers wanted to see the relationship of variable job training programs to employee career development. The relationship of job training programs to employee performance is an important factor in improving employee quality for the company. The company must be able to provide good learning so that employees are willing to continue to advance not only in the same place, but also very useful for employee insights. The relationship of career development to employee performance is an important factor that the company must consider, the company must know how to make an employee feel motivated towards the job provided,

by providing career development to the employee then the employee will strive to develop his quality towards the company itself.

The relationship of job training programs and career development to employee performance is an important factor in a unity that companies in the service sector must consider because job training programs and career development together can make employee performance improve to create satisfaction for customers. According to Suriasumantri in Sugiyono (2017: 60) this frame of mind is a temporary explanation of the symptoms that are the object of the problem.

2.6 Research Hypothesis

H0: The Job Training Program does not affect employees' career development at the Pullman Ciawi Vimala Hills Hotel.

H1: The Job Training Program affects employees' career development at the Pullman Ciawi Vimala Hills hotel.

III. Research Method

3.1 Research Objective

The object of this research is activities before and after conducting job training programs towards employee career development. The object of research in this study involved only one object, namely room division department employees at pullman Ciawi Vimala Hills Hotel. The study time was conducted from May to July 2022. The sources of data obtained include primary data obtained through respondents with questionnaires while secondary data obtained from textbooks and journals or scientific articles (Digdowiseiso, 2017).

3.2 Research Data

a. Data sources and data types

The data used in this research proposal is qualitative data, namely data obtained from companies in the form of information both orally and in writing. The data source is in the form of primary data from observations and questionnaires with company employees who are being studied, and other data comes from reading sources such as books, journals, articles and data from the internet.

b. Population and Sample

The population used in this study was all employees of the Room Division Department in Pullman Ciawi Vimala Hills. Through a data request in the Human Resources department, it was obtained that there were 60 employees of the Room Division Department at the Pullman Ciawi Vimala Hills Hotel. This study uses the formula made by Slovin because in the sample draw, the number must be representative so that the results of the study can be generalized and the calculation does not require a table of the number of samples, but can be done with simple formulas and calculations. The Slovin formula for determining the sample is as follows:

Information:

n= Sample size/number of respondents

N = Population size

e = Percentage of the accuracy of sampling errors that can still be tolerated; e = 0.05

The population in this study is as many as 60 employees, so the percentage of leeway used is 5% and the calculation results can be rounded up to achieve conformity. The results of the calculations showed that the sample needed for this study was 52 employees. Here is the calculation according to Slovin in looking for research samples: $n = N / (1 + (N \times e^2))$ So:

$$n = 60 / (1 + (60 \times 0.05^2))$$

$$n = 60 / (1 + (60 \times 0.0025))$$

$$n = 60 / (1 + 0.15)$$

$$n = 60 / 1.15 \quad n = 52.17$$

rounded up to 52 respondents

3.3 Data Collection Technique

The data required in this study was obtained through two methods, namely:

- a. Questionnaire is a method of data collection carried out by asking respondents several questions or statements in writing (Herlina, 2019: 1). In general, questionnaires are applied to collect quantitative data according to the sample that the researcher has determined. In this study, questionnaires were distributed online to make it easier for respondents to answer questions or statements. The respondents were from Pullman Hotel employee Ciawi Vimala Hills from the Room Division department.
- b. Observations where this is done for data collection by making direct observations of the intended research object to be able to get a clear picture of the existence of research objects and activities carried out. In this study, the thing observed by researchers is the system in the running of the training program at the Pullman Ciawi Vimala Hills Hotel and its influence on the career development of its employees.

3.4 Operational and Measurement variable definition

Research on the Effect of Training Programs on Employee Career Development at pullman Ciawi Vimala Hills Hotel Room Division Department has two variables measured. Independent variables or predictors are variables that are controlled from outside the context of research and affect dependent variables (Veal, 2018). In this study the independent variable is the training program (X). While dependent variables are variables that are the main object of research and are influenced by independent variables (Sekaran & Bougie, 2016) in Julius et al. (2019), in this study is the variable of Employee Career Development(y). This study will use a combination of nominal scale and ordinal scale. Nominal scale is the scale used to assign subjects to a particular group or category (Sekaran and Bougie, 2016) in Julius et al. (2019). The use of the nominal scale can be applied to find out the respondent's profile, while the ordinal scale not only categorizes variables in such a way as to show differences between different categories, but also indicates the rankings of categories. The measurement scale used in this study is the Likert scale. The Likert scale is a scale used for a person's perception, attitude or opinion regarding an event. (Herlina, 2019:6). With the Likert scale, the variables to be measured are described into variable indicators. Then the indicator is used as a starting point to compile instrument items that can be statements or questions. The answer to each instrument item using the Likert scale has a graduation from very positive to very negative, for example 5 = Strongly Agree (SS), 4 = Agree (S), 3 = Neutral (N), 2 = Disagree (TS) and 1 = Strongly Disagree (STS).

IV. Results and Discussion

4.1 Results

a. Validity Test

The validity test is intended to measure the validity or absence of a questionnaire for each question / statement used in the study (Darma, 2021). If r counts greater than r Table, then the indicator in the questionnaire can be declared valid. The validity test was tested using SPSS (Statistical Package for Social Sciences) Version 22.0. Valid test or not the questionnaire taken from the value of r table and r count.

b. Reliability Test

Reliability test measurement is done by measuring variables used through questions / statements used reliability tests are done by comparing cronbach's alpha values. With a significant level used it is said to be reliable when the answer is consistent and with cronbach's alpha value above 0.6 (Darma, 2021).

c. Coefficient Correlations Test

This test is performed to measure how large the linear relationship of the free variable is studied against the bound variable. (Kuncoro, 2013:240) says that the coefficient correlation R is between -1.00 to +1.00. The closer R is to 1.00, it can be interpreted as the relationship between free and bound variables, the stronger and negative and vice versa.

d. Determination Correlations Test

According to Kuncoro (2013: 243) the correlation coefficient test is used to measure how far the model's ability to explain variable variations is bound. The values of the coefficient of determination are in the range of numbers 0 and 1. If the coefficient value is close to the number 0, the model's ability to explain the variable is very limited. However, if the coefficient value is close to the number 1, it means that the existence of a free variable in causing the existence of related variables is getting bigger.

e. Linearitas Test

This test aims to find out between variables have a linear or insignificant relationship. Deviation from Linearity has a sig value of > 0.05 , the relationship between variables is linear.

4.2 Discussion

a. Validity Test

Table 2. Validity Test Result
Variable Training Program (X)

Indicator	r Count	r Table	Significance	Criteria
X1	0,837	0,279	0,000	Valid
X2	0,837	0,279	0,000	Valid
X3	0,880	0,279	0,000	Valid
X4	0,960	0,279	0,000	Valid
X5	0,880	0,279	0,000	Valid
X6	0,880	0,279	0,000	Valid
X7	0,843	0,279	0,000	Valid

X8	0,843	0,279	0,000	Valid
X9	0,763	0,279	0,000	Valid
X10	0,960	0,279	0,000	Valid

Source: Primary data result from SPSS, 2022

Variable Employee Career Development (Y)

Indicator r	r Count	r Table	Significance	Criteria
Y1	0,858	0,279	0,000	Valid
Y2	0,888	0,279	0,000	Valid
Y3	0,959	0,279	0,000	Valid
Y4	0,882	0,279	0,000	Valid
Y5	0,930	0,279	0,000	Valid
Y6	0,930	0,279	0,000	Valid
Y7	0,966	0,279	0,000	Valid
Y8	0,966	0,279	0,000	Valid
Y9	0,966	0,279	0,000	Valid
Y10	0,966	0,279	0,000	Valid

Source: Primary data result from SPSS, 2022

Based on table 2 table r 2-way test with N=52 result r table 5% is 0.279. Because r calculates greater than it can be concluded that the indicators of the training program are valid as well as indicators of employee career development where r calculates greater than r table.

b. Reliability Test

Tabel 3. Reliability Test Result
Training Program Variables (X)
Reliability Statistics

Cronbach's Alpha	N of Items
.987	12

Source: Primary data result from SPSS, 2022

Tabel 4. Reliability Result
Career Development Variables (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
.983	12

Source: Primary data result from SPSS, 2022

Based on table 3 cronbach's alpha values above of 0.6 mean reliable. From the results that can be variable X (Training Program) is 0.987 then the results are reliable and means that research can continue. Based on table 4 results of variable Y (Employee Career Development) is 0.983 then the results are very reliable and research can continue.

c. Coefficient Correlations Test

Tabel 5. Coefficient Correlations Test
Correlations

		Training Program	Employee Career Development
Training Program	Pearson Correlation	1	.860**
	Sig. (2-tailed)		.000
	N	52	52
Employee Career Development	Pearson Correlation	.860**	1
	Sig. (2-tailed)	.000	
	N	52	52

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data result from SPSS, 2022

Based on table 5 results from data processing output from SPSS, the correlation coefficient between training programs and employee career development of 0.860 can be concluded that the relationship between training programs and employee career development is very strongly influential. There is also no minus to the value so that the relationship is positive.

d. Determination Correlations Test

Tabel 6. Determination Correlations Test Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 ^a	.739	.734	2.439

a. Predictors: (Constant), x

Source: Primary data result from SPSS, 2022

Based on table 6 determination obtained r² (R. Square) of 0.739 or 73% means that the variable training program is influenced by career development for employees by 73%. The remaining 27% is influenced by other factors outside the research.

e. Linearitas Test

Tabel 7. Linearitas Test Result

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Employee Career Development * Training Program	Between Groups	(Combined)	956.055	10	95.606	21.465	.000
		Linearity	841.313	1	841.313	188.885	.000
		Deviation from Linearity	114.743	9	12.749	2.862	.010
	Within Groups	182.618	41	4.454			
Total			1138.673	51			

Source: Primary data result from SPSS, 2022

Based on the results of the linearity test in table 7, a significant value of 0.10 was obtained with a significant level of >0.05 , meaning that there is a significant linear relationship between variables X and Y.

V. Conclusion

The following conclusion about the training program on employee performance at Pullman Ciawi Vimala Hill Hotel as follows: the results of the research obtained from the calculation of Coefficient Correlation test were obtained by a result of 0.860 which showed a strong and unidirectional relationship because it was positive and close to the number 1.

To determine how much influence the training program has on employees' career development, the determination co-efficiency calculation technique is used. As a result, employee career development variables are influenced by 73% by training program variables and other factors influence the remaining 23%.

Based on the results of linearity calculations of 0.10 which has exceeded 0.05, there is a close relationship between variables so that they affect each other. 4. Pullman Ciawi Vimala Hills Hotel is a hotel that was only established in 2019, and not many have participated in the Cross training program, from research it can be seen that the enthusiastic of the employees to develop very well.

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