



Human Resources Efforts to Improve Employees Performance at JW Marriott Surabaya

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Received on 20 October 2023	Revised on 2 November 2023	Accepted on 21 November 2023
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Abstract:

Purpose: Human resources are the first elements of an organization. This study aims to find out and analyze the efforts made by the Human Resources department in improving the employees performance of JW Marriott Surabaya.

Research methods: Data collection techniques by using of observation, interviews, documentation, and studies literature. Data analysis in this study using qualitative method with technical triangulation analysis.

Findings: The results showed that performance improvement efforts began with employee selection, employee placement, training and development, discipline in employee attendance, and the provision of salaries and compensation to employees but the need for supervision, multiplying variants of methods in training, and acting decisively to employees who are less disciplined to existing regulations.

Implications: This research was conducted to Human Resources which is considered to know the efforts to improving employees performance.

Keywords: human resources, human resource management, employee performance

INTRODUCTION

The development of the tourism sector in Indonesia is currently quite good. Within a year, in May 2020, Indonesia's economic condition experienced a drastic decline, which had an impact on tourism due to Covid-19. According to the Chairman of the Indonesian Hotel and Restaurant Association (PHRI), Dwi Cahyo, recorded losses in the tourism industry which reached Rp. 85.7 trillion as of April 2020. Thousands of hotels and restaurants were forced to close, there were approximately 60 hotels in East Java closed and more than 4,000 employees forced to be laid off. However, the JW Marriott, which is still in operation today, is not one of them. During the pandemic, many employees were sent home and permanently laid off, as well as JW Marriott had to lay off

employees in order to maintain continuity and maintain business stability. With minimal human resources, there is a need for human resources who are truly competent in their fields. In this case, HRD is required to be able to manage and maximize the current employees. To be able to maximize human resources, it is necessary to control human resources, namely human resource management.

Human resource management is a science or method of how to manage the relationship and role of human resources owned by individuals efficiently and effectively and can be used optimally so as to achieve common goals in company (Bintoro dan Daryanto., 2017). HRD can make efforts to obtain, maintain quality of human resources and managing human resources to achieve goals within the company.

In JW Marriott, researchers found that there was a problem where there was a lack of awareness of employees in conducting human resource training. Where this can lead to a lack of knowledge and skills training for employees. This can trigger a decrease in the value of employee performance. In accordance with the research that has been done (Regita Princess, 2020) who said that education, training and motivation programs carried out by employees can have a good influence on employee and company performance.

Performance itself is the result of work in quality and quantity achieved by employees when performing or completing their duties in accordance with the responsibilities given by the leader. If employees fail in carrying out the tasks assigned by the leaders, it can cause delays in achieving company goals.

In accordance with the research that has been done (Altarawneh, 2016) who said that the human resources management strategy had a positive effect on organizational performance which was represented by various strategies in the company. But the results of other studies on (Mustiyah & Husnianita, 2020) which shows that the HR division received a poor evaluation from the assessment, this is due to the lack of application in HR processing which should be able to improve the performance and competence of the management department in the Company.

Seeing this situation, HRD needs to carry out human resource management by controlling human resources in JW Marriot to be able to achieve company goals effectively and efficiently. Asril & Jamal (2019) with the title "The Effects Of Human Resource Development, Work Culture, Work Environment On

Employee Performance Mediated By Work Commitments: A Study On The City Of Baubau Government, South East Sulawesi, Indonesia". The difference is that good leadership can increase performance by influencing elements such as the development of human resource management, but this study focuses on a broader topic, namely human resource management.

Kusumawati et al. (2019) with the title "Mekarsari Fruit Garden Employee Performance Improvement Strategy". The difference is in the method of analysis used in the study. (Kusumawati et al., 2019), Namely, Structural Equation Modeling (SEM) analysis, whereas this study is qualitative and research-based. (Kusumawati et al., 2019) has the result of increasing the performance of employees with competence and improving the welfare of employees, whereas the management of human resource management is being studied in this study.

Iskandar (2018) with the title "The Influence of Employee Recruitment on Performance at PT. Angkasa Pura II (Persero) Sultan Iskandar Muda Airport Banda Aceh". The difference is in (Iskandar, 2018) only performs an analysis on recruitment, data analysis uses a simple regression test while in this study a broader discussion of human resource management.

Fauzan & Sumiyati (2015) with the title "The Influence of Organizational Commitment on Employee Performance Pt. Mandiri Bank. Tbk. Cirebon area. The difference is in the analysis technique of the Simple Regression Test, The variable utilized in the explanatory survey approach is commitment to determine the magnitude of employee performance, whereas the management of human resource management is being studied in this study.

Daniel (2020) with the title "Communication Strategies Used to Improve Employee Performance in a Diverse Workforce" which explains that assigning work assignments and performance management are strategies for improving performance, whereas human resource management is the focus of this study.

Taylor (2019) with the title "Strategies to Improve Employee Engagement in the Hospitality Industry". The difference is in the strategy results found, namely in leadership which can increase employee involvement in the company, whereas the management of human resource management is being studied in this study. Equation of qualitative data analysis and data collection with interviews, observations.

Kareem & Hussein (2013) with the title "The Impact of Human Resource Development on Employee Performance and Organizational Effectiveness". The difference is in the researchers analyzing the impact of HRD on the performance and effectiveness of the company, whereas the management of human resource management is being studied in this study. Equations that discuss efforts in employee performance.

Ratnawati & Dwiatmadja (2018) with the title "Efforts To Improve Employee Performance At Post-Acquisition Company In Indonesia". The difference is in leadership which is an effort to improve employee performance, whereas the management of human resource management is being studied in this study.

Kencono (2019) with the title "Human Resource Management Strategy in Improving Service Quality at Bank Syariah Mandiri KCP Gombong, Kebumen". The difference lies that service quality is the focus, whereas the management of human resource management is being studied in this study.

Ningsih (2019) with the title "Human Resource Management Strategy in Improving Employee Performance". The difference lies in the results of the study and data analysis using SWOT, whereas the management of human resource management is being studied in this study.

Based on this background the author is interested in choosing this title the efforts under-taken by human resources to increase employee performance.

RESEARCH METHODS

The research was conducted at JW Marriott Surabaya, located at Jalan Embong Malang 85-89 Surabaya, East Java. The variables used in this study are internal variables on human resource management with indicators of recruitment and selection, employee placement, training and development, attendance, and salary and compensation while external variables on performance with indicators of quality, accuracy, capability and communication. Researchers used qualitative data types. Qualitative descriptive research method is a research method based on the philosophy of postpositivism, namely research using a descriptive method that describes how the situation or event that exists in this study (Sugiyono., 2012). While the data sources used are primary data and secondary data. Primary data were obtained from interviews regarding human resource man-

agement and performance at JW Marriott. Secondary data obtained from literature review such as literature, articles, journals, websites that support research.

Methods of data collection using interviews, observation and documentation. Determination of informants using purposive sampling technique is a technique for determining samples that are in accordance with the criteria to be obtained and certain considerations (Sugiyono, 2016). The informants in this study were employees of JW Marriott Surabaya's human resources department who were assessed by researchers to learn about human resource management efforts as a strategy to improve employee performance at JW Marriott Surabaya, which consisted of Assistant Learning & HR Manager and HR Coordinator.

In this study, the validity or correctness of the data was tested using triangulation techniques. Triangulation is a data collection technique that combines data collection methods. Triangulation is a multi-method approach or the use of methods carried out by researchers when collecting and analyzing the data they get (Hadi, 2017). This research uses source triangulation technique. Source triangulation is digging up information about certain truths through various methods and sources of data acquisition. Having complete data then validated from various sources so that it can be the basis for drawing conclusions.

FINDINGS

To obtain and maintain quality human resources and improve employee performance, proper and mature planning management is needed. Some things that HRD does in the form of internal variables from the company include:

1. Recruitment and selection of human resources

JW Marriott Surabaya has the same recruitment standards as JW Marriott International recruitment standards. For prospective employees who apply are required to have criteria, namely having quality, experience, competence and having good references from previous properties. There are two types of recruitment, namely:

- a. Internal recruitment

Internal recruitment is the recruitment of prospective employees from other Marriott properties who want to enter any Marriott brand or it can be called a transfer

b. External recruitment

External recruitment refers to the recruitment of prospective workers who are not from previous Marriott properties and wish to apply for positions at Marriott properties, as well as employees who have resigned from previous Marriott properties and wish to return to Marriott properties.

Before JW Marriott conducts open recruitment, a preparation is needed to facilitate the open recruitment activities. The following are the things that HRD does, namely:

a. Preparation

Each department will contact HRD if it has problems or experiences deficiencies in its team, where the department head or leader will inform if it needs new employees in the department to the HRD department. HRD will analyze whether the department needs new employees or not. The next stage, the department will submit a requisition form by filling in the employee criteria data needed by the department. The data from the form will be input into the Marriott International system and will appear in the MHub system and the Marriott career system. Open recruitment will last for one month.

Announcements of open recruitment will appear in the Marriott Global Source (MGS) system which only applies to internal recruits who submit applications followed by applying in the MHub system and for applicants who are external parties or not from Marriott properties, they can submit applications through the website, namely Marriott careers.

b. Registration

The registration process where prospective employees can choose the department and position according to the available vacancies is followed by the registration procedure by filling in the data, sending the curriculum vitae (CV) and the required files online.

c. Online Assessment

Prospective employees conduct an online assessment in accordance with Marriott International standards. Assessment points that are in accordance with the selected department. This online assessment has levels that are categorized based on color levels, namely green (very recommended), gray (recommended), yellow (can be considered), and red (not recommended). Prospective employees can be said to have passed if they achieve the green, gray and yellow

assessments, but if the results obtained in the assessment are one of the red colors, the prospective employee will automatically be eliminated by the Marriott system.

d. Interview

Prospective employees who pass the assessment stage then the next stage is the inter-view. HRD will conduct interviews first with prospective employees, then proceed with the director of the department concerned and finally the general manager. If the position of the prospective employee is under the Manager, then only conduct interviews with HRD and the director of the department.

The following are some of the candidates who were selected to join JW Marriott Surabaya. In December 2020 coincided with the open recruitment for the position of Human Resources Manager. There were several prospective employees who registered and elected one employee but JW Marriott felt that this position was not suitable for the prospective employee, therefore the human resources department decided to choose a position that matched the prospective employee, namely Assistant HR & Training Manager. In accordance with the mutual agreement between prospective employees and JW Marriott.

While working, employee performance has been seen in his contribution at JW Marriott, according to colleagues in the human resources team that he is an employee who has experience, is well competent, can encourage and motivate other employees, especially always reminding employees to do training and fulfill their responsibilities. answer them in good work. One of the HR coordinator team said that the Assistant HR & Training Manager has a good performance in terms of quality, accuracy in work, capability and communication system.

In December 2020, an open recruitment was held for the Sales and Marketing Administration position. As long as the employee is working, according to the Assistant HR & Training Manager when monitoring each department, where the employee is a diligent and conscientious worker in his work. These employees also have good work quality, right in working in accordance with orders from the leader. The employee also has a high initiative to convey a suggestion to the sales and marketing team, namely to continue to

pay attention to good and correct grooming procedures according to the standards at JW Marriott.

In February 2021, an open recruitment will be held for the position of Director of Food and Beverage. This is currently an external recruitment where the candidate was not previously from a Marriott property. JW Marriott decided to choose the candidate because during his previous tenure at the hotel, the prospective employee had very good competence and good reference, so that it became a supporting point for the prospective employee.

As long as employees work, employees who say that the way the director of food and beverage works today is very different from the director of food and beverage in the past because employees when doing work are very agile but can do the job correctly and on time when carrying out their responsibilities. responsible as director of food and beverage which is in accordance with JW Marriott standards. Within a few days of employees joining, employees are able to adjust quickly in the food and beverage department environment. According to the food and beverage team, employees have high morale and have skills in solving problems quickly, especially when in food and beverage sales, where at this time tourism does not have many guests in hotels because of the pandemic but with its strategies and capabilities so that it can attract guests to use products and services at JW Marriott, especially at JW Marriott restaurants. Mastery of skills at the director of food and beverage can also be seen from how to handle guest comments from guests ranging from good to bad on the JW Marriott product and service quality assessment site or what is called Guest Voice with correct communication rules.

The number of employees at JW Marriott is based on an agreement with the owner and an analysis of the JW Marriott situation. The number of employees at this time is still said to be able to produce products and services well without any obstacles in their productivity procedures. Moreover, during the Covid-19 pandemic, JW Marriott Surabaya cannot recruit more employees so that it can avoid the spread of the virus at this time. JW Marriott will do open recruitment if there is a vacant position and it really needs more workers.

In the recruitment and selection procedure for prospective employees carried out by HRD, it can be said that JW Marriott is very selective in choosing

human resources, because in order to get quality employees and affect employee performance in the future.

Researchers agree with the research conducted (Saviour, AW, Kofi, A., Yao, BD, & Kafui, 2016) that procedures in recruitment and selection must be carried out strictly to ensure that getting the right employees according to the needs of the company. This is also supported by previous research conducted by (BAKO, YES, & ALADELUSI, 2017) shows that the continuity of effective recruitment and selection procedures is closely related to the motivation of workers in the hotel industry. They show that recruitment and selection affect employee performance in the hospitality industry. Employees who have the required skills, knowledge and abilities correctly and perform well in the procedures show good performance on the job and are of the opinion that the effects of recruitment and selection may differ from company to company. However procedures in recruitment and selection will be useful to assist the company in achieving its goals.

1. Employee placement

The placement of employees is adjusted based on the department and position during the recruitment and selection stages. The placement of employees' positions cannot change suddenly, because the assessment procedures carried out already have criteria and assessments that are in accordance with the competencies that lead to the selected department. Changes in departments or positions for new employees or old employees can occur but this is adjusted to the terms, conditions, agreements between the two parties and adjusted to the expertise of the employee.

In managing the placement of employees, HRD does not immediately transfer employees, it is necessary to analyze employee performance because it is to avoid opportunities for problems in the company.

2. Training and development

The first thing that new employees do when they start joining the company is providing training on the Marriott brand service which explains the culture and regulations at JW Marriott, compliance training which explains the prohibitions at JW Marriott, and harassment training. This training also applies to any employee because in the material there will always be material up-dates that must be known for JW Marriott employees.

The training and development carried out by JW Marriott employees is based on the curriculum provided and must be completed by each department. Besides that, the training and development that JW Marriott has every month has a benchmark in the form of how much training duration must be achieved and each month has a different amount of duration. In order to achieve the target according to the Marriott International benchmark, JW Marriott makes various efforts to support employee training such as a crosscheckexposure program where employees can do different training with the department they occupy of course this aims to transfer the ability of employees who are far experienced in the field of work to employees who do not know it and can be done from property to office other properties. JW Marriott's criteria in the implementation of training have been successful if the duration of training or training hours is in accordance with the provisions at Marriott International.

In January 2020, the training hours achieved by JW Marriott reached 1712.15 hours from 18 departments at JW Marriott, this is due to the large number of curricula that must be achieved and the number of employees who conduct training, the results of the training hours will also increase. . Until May 2020, the number of training hours obtained experienced a drastic decrease, which only reached 688 hours from 18 departments. This is because this month was the beginning of the decline in the tourism sector due to the Covid-19 pandemic. Until finally, in January 2021, it was the time when JW Marriot, who had been able to adapt and rise during the pandemic, had achieved 1430.67 hours of training hours.

JW Marriott also has a collaboration with the National Agency Of Professional Certification (BNSP) in this employee development method, which is one way to test the competence of employees, it aims to monitor the development of competence of employees so that HRD can know the quality of human resources and for employees This will be very useful to support the quality of work in the field of profession.

In employee development, JW Marriott also uses methods such as team building or the Associates Appreciation Week (AAW) event which is one of the development activities for employees. This aims to make employees always have a sense of motivation, enthusiasm and employees do not feel bored when doing their jobs.

Achievements from training and development at JW Marriott can be declared successful if the evaluations obtained from audit results, brand service training assessments, guest voice systems derived from guest assessments have a high value and can achieve the targets expected by JW Marriott. As when researchers conducted research at JW Marriott to coincide with the implementation of a hotel brand audit, JW Marriott Surabaya had obtained almost perfect points, namely 98 with an assessment of all aspects of the hotel.

The provision of training and development by JW Marriott HRD can be said to have a good and big impact on the development of JW Marriott's human resources. This can be seen if various kinds of training and development are carried out by HRD to employees to expand employee knowledge and support employee needs in an effort to improve employee performance.

Researchers agree with the research conducted (Taufek, 2018, (Mukminin et al., 2020) found that training and development can improve the ability and expertise of employees, organizations in achieving company goals. These results are also supported by previous research conducted by (Rodriguez & Walters, 2017) who argues that without proper training and development, employees will not be able to complete work to their maximum potential.

3. Employee attendance

Managing employee attendance at JW Marriott Surabaya which is done using a fingerprint attendance machine that is connected to an online database application system. Employees can access this application where each employee has their own account in order to view and manage all matters relating to absenteeism, be it work schedules, leave, overtime etc. In this online database application system, HRD can monitor time discipline, employee integrity, train employee honesty, and monitor employee mistakes.

Where the error that most often occurs in managing employee attendance is when employees do not update their work schedules, resulting in misinformation which ultimately hampers HRD and finance performance when carrying out payroll procedures. Because updating the work schedule is very important, so if an employee does not update the work schedule in the online system, HRD will give consequences in the form of verbal warnings to delays in paying the salaries of the employees concerned with the aim of being able to

provide a deterrent effect to employees who make mistakes and can be an example for other employees not to make the same mistakes.

4. Salary and compensation

The salary payment process, in this case the amount of monthly wages that JW Marriott provides to employees, has been stated in the employment contract between the company and each employee. The payment of salaries to employees is made every 25th of every month or if the 25th falls on a Saturday or Sunday or a national holiday, the salary payment will be made earlier. As much as possible, HRD will look for various solutions if there is an opportunity to delay salary payments.

Rewards and compensation are given to employees who achieve an achievement in their performance, JW Marriott has a program namely standingovation which is held every 3 months to hold award events by giving awards to outstanding employees. But during the pandemic to avoid crowds and minimize the spread of the virus, the award given to employees is a program called JW Heroes. JW Heroes is an award poster given to employees who excel with employee name data, comments given from guests and greeting cards in the form of high notes containing a sign of gratitude and appreciation to employees from the director or department leader of the out-standing employee.

In November 2020 there were 4 employees who became JW Heroes from the front office department, namely executive lounge attendant, loyalty manager, executive lounge assistant manager and front desk agent. Then in December 2020 there were 5 employees who became JW Heroes in the front office department, namely the front desk agent there were 2 employees, guest relations officer, at your service agent and loyalty manager. And in January 2021, there were 6 employees who became JW Heroes from the front office department, namely the front desk agent, there were 3 employees, the front office, at your service agent and the loyalty manager. From this information the loyalty manager is the employee who most often gets JW Heroes because the employee has good performance points, can be recognized by the guests because it can facilitate the activities of the guests and provide services in accordance with the expectations of these guests. The award of JW Heroes for the back office was in January 2021 which became JW Heroes, namely the loss prevention manager

and engineering manager because thanks to the direction and hard work of their team, repairs to maintenance at JW Marriott have been completed.

So there are also rewards in the form of promotions for employees who have contributed and high work loyalty to JW Marriott which of course is balanced with employees having quality work by producing the output expected by the hotel.

In February 2021, 6 employees received promotions, of which employees who received promotions were from the food and beverage department and the human resources department. These employees deserve a higher position because they have helped a lot in carrying out the targets of JW Marriott during their tenures that have been planned according to the hotel's strategy.

Followed by external variables in the form of indicators that affect the performance of employees. In this study, which are included in the external variables, namely:

1. Quality

In this case, the quality of work from JW Marriott follows the quality standards of product and service quality that have been set by Marriott International. The standards for monitoring work quality applied at JW Marriott include the Hazard Analysis and Critical Control Point (HACCP) for F&B products and guest voice for monitoring service quality.

Reaching a high value or equal to the benchmark value in each point obtained every day, it can be said that the quality of the products and services produced is in accordance with the needs and expectations of consumers.

2. Accuracy

Accuracy of employees in completing tasks that are the responsibility of an employee and achieving targets based on standard working hours in the company that results in accuracy in achieving predetermined targets. Every employee at JW Marriott has been authorized to perform their duties in accordance with their respective main duties and functions. Where all employees are obliged to serve guests flawlessly and to the best of their ability according to the capabilities and capabilities of each employee by continuing to adhere to JW Marriott International commitment and brand core values.

3. Capability

In this case, the level of capability possessed by employees can be known through tracking the training carried out. Where for employees who have high or above average training hours, this can be used to provide an assessment that these employees have high motivation to improve their skills and knowledge. Because at JW Marriott Surabaya we encourage and support all employees to continue to develop as much as possible. And it can also be reviewed every 3 months every leader sends an employee evaluation report which will later be submitted to HRD.

In order to measure the sense of initiative that employees have at work, that is by looking at how they have the urge to solve a problem that exists in the team or in the service. If there are problems with guest complaints and employees who are in the area can resolve them properly and deftly without the need for assistance from a supervisor or manager, then this can be said if the level of employee initiative in overcoming problems is high because they have good quality and are nimble in acting. The most important point in solving problems with guests is where employees learn technical skills with the LEARN model concept which has the points of listen, empathize, apologize, react, and notify which are mandatory for employees to apply at work.

4. Communication

In this case, communication and interaction between humans and individuals is very diverse as well as the ways in which each individual employee communicates with each other is also very diverse. In terms of communication, JW Marriott has set and provided clear boundaries in terms of communication, which must be in accordance with good principles and not violate applicable ethical norms.

In this case, HRD conducts training for employees that is useful for how to build good communication with colleagues or with guests. Where is the international JW Marriott which has one of the core values, namely Put People First. Not many employees still have a lack of awareness about how important the role of communication is because in all cases communication can improve relationships between co-workers and can lighten the workload if there is no miscommunication. Therefore, employees must always be trained to apply the core value, namely Put People First, which is in accordance with the rules of JW Marriott International.

At JW Marriott there is an open door management program where managers have an open attitude to employees. So that employees can consult, express opinions or rebuttal to the manager. So managers must have a leadership attitude that together support each other's employees and can accept opinions or rebuttals given by employees.

CONCLUSION

Based on the results carried out by researchers, it can be concluded that the efforts made by the human resources department to improve employee performance at JW Marriott Surabaya are as follows: recruitment and selection of prospective employees, placement of human resources, training and development, discipline in employee attendance, giving salaries and compensation to employees.

This is an effort from the human resources department in improving and maintaining the quality, competence, knowledge, skills and abilities of employees that support the achievement of good performance. It takes a variety of training variations that can foster passion while working. Continue to monitor and evaluate employees at JW Marriott. Provide strict sanctions or reprimands for employees who still forget their responsibilities in updating their work schedules so that there are no problems involving all employees.

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