

# Implementation of Human Resources Strategy at Aston Tanjungpinang Hotel

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**Abstract:** This study aims to analyze the implementation of human resources (HR) strategies at Aston Tanjungpinang Hotel. The method used was a qualitative approach with case studies and phenomenology, involving in-depth interviews with hotel managers and staff. Data was collected through purposive sampling, focusing on employee experiences related to training, career development, and performance management. The results showed that Hotel Aston implemented a comprehensive HR strategy, including competency-based recruitment, continuous training, and a good employee maintenance system. Nonetheless, challenges such as high employee turnover rates and competition from other industries remain a concern. This research concludes that effective HR management not only improves service quality, but also contributes to the long-term success of the hotel.

**Keywords:** Management, Human Resources, Strategy, Hotel.

## 1. Introduction

The hotel industry is one of the fastest-growing sectors in Indonesia's tourism industry, especially in potential tourist areas such as Tanjungpinang. As a city strategically located in the Riau Islands Province, Tanjungpinang is one of the tourist destinations that attracts the attention of domestic and foreign tourists. According to Bijaya Bikram Shah and Prakash Shrestha (2022) The hotel industry is a vital service sector that has experienced a major expansion in the modern era and supports the country's economic development. In the context of the increasingly fierce competition of the hospitality industry, the competitive advantage of a hotel depends not only on physical facilities and strategic location, but also on the quality of services provided by human resources. Customer satisfaction and loyalty are greatly influenced by the quality of services provided. The efficiency of internal human resources is essential for good service delivery. Therefore, it is important to understand the effectiveness of human resource management practices within the hospitality industry.

Aston Tanjungpinang Hotel, as one of the star hotels in the city of Tanjungpinang, recognizes the importance of implementing an effective human resource strategy to maintain the quality of service and its competitive position in the market. Good human resource management is a crucial factor in the hospitality industry because the industry relies heavily on direct interaction between hotel employees and guests. According to Anam, Asiyah, and Pardiman (2022), human resource management by providing work experience through training has a direct impact on workplace behavior and career development. These skills ultimately help increase productivity and efficiency within the team. Increased productivity and efficiency in the team will improve the quality of services provided so that the quality of service provided by employees directly affects guest satisfaction and the overall reputation of the hotel.

Human resource strategies in the hospitality industry play a crucial role in creating a superior customer experience and improving competitiveness. Effective human resource

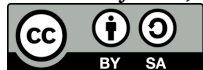
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management includes continuous employee recruitment, training, and development. Hotels that implement a good human resource strategy are not only able to attract a quality workforce, but can also retain experienced employees, which is especially important in an industry that relies heavily on customer service. Investing in employee training and development can increase job satisfaction and loyalty, ultimately positively impacting guest satisfaction (Kwortnik and Thompson, 2022). Therefore, strategic human resource management not only contributes to employee satisfaction, but also to the long-term success of the hotel itself.

Formulation of a comprehensive human resource (HR) strategy that can support operational sustainability and competitive advantage in the hospitality sector. This strategy includes planning, recruitment, selection, onboarding, placement, training, and performance appraisal. All of these measures are designed with market dynamics in mind, including hotel occupancy rates and evolving industry trends. According to Supriyadi, Khamdari, and Susilowati (2020) one of the keys to business success in personnel management is to have high-quality human resources. Through this approach, we can know that by managing high-quality resources organizations can prepare for the periods of high demand that are typical of the hospitality industry.

In terms of recruitment, Hotel Aston Tanjungpinang shows its commitment to supporting local talent by establishing partnerships with hospitality education institutions around its region. These partnerships allow hotels to attract talented young candidates who have a relevant foundation of knowledge and initial skills. The recruitment process involves a structured set of stages, including technical tests, foreign language skills assessments, and in-depth interviews. According to Qorib (2024), emphasizing the importance of collaboration between the world of education and industry to produce a ready-to-use workforce. Thus, it can not only meet its human resource needs, but also support the development of local talent to increase competitiveness in the job market.

The onboarding and ongoing training program at Aston Tanjungpinang Hotel has been well-designed to support the transition of new employees into the work environment. The program includes an introduction to organizational culture, training on technical skills relevant to each department, as well as the development of soft skills such as communication skills and handling guest complaints. According to Kotecha, Talati, and Sanghvi (2024) research shows that consistent training programs and effective motivational strategies significantly improve employee skills, job satisfaction, and performance. Well-organized training not only plays a role in improving employees' technical skills, but also builds confidence and increases their effectiveness in carrying out tasks. In addition, the implementation of an effective motivational strategy can increase employee engagement, create a work atmosphere that supports productivity, and encourages them to make optimal contributions to achieving organizational targets.

However, challenges remain, especially in retaining quality talent amid increasingly fierce competition. The hospitality industry in this region faces challenges in the form of high employee turnover rates, especially in operational positions. According to Miftahurrohmah and Munifah (2024), high employee turnover rates have detrimental effects on organizations, such as the loss of experienced workers, decreased productivity and service quality, as well as waste of resources and increased pressure on employees. These impacts gradually weaken the organization's performance and hinder the achievement of its key objectives. In addition, competition from other industries such as banking, retail, and cruise lines in attracting quality workers is also increasing. To address this, Hotel Aston Tanjungpinang needs to strengthen employee retention efforts by offering a clear career development pathway, a competitive rewards system, and a formal mentoring program to support new hires. This approach can help hotels maintain continuity of service, while strengthening their appeal as a superior workplace in the hospitality industry.

This research is important to carry out considering that there is still limited empirical studies on the implementation of human resource strategies in the hospitality industry, especially in secondary cities such as Tanjungpinang so that the Aston Hotel Tanjungpinang is an interesting object of study to be analyzed, considering its strategic position and its role in the local tourism industry. The overall purpose of the research is to comprehensively analyze how Hotel Aston Tanjungpinang implements its human resource strategy and identify the challenges faced in order to improve the quality of service and competitive advantage of hotels.

By understanding the implementation of human resources strategies at Hotel Aston Tanjungpinang, it is hoped that this research can provide valuable insights for stakeholders in the hospitality industry, including hotel managers, policy developers, and academics. This research is also expected to provide practical recommendations that can be applied by other hotels in secondary cities, so that they can improve service quality and competitiveness in an increasingly competitive market. Thus, the results of this research will not only contribute to the development of human resource management theory and practice, but also to the growth and sustainability of the hospitality industry in Tanjungpinang and its surroundings.

## 2. Literatur Review

### 2.1. Human Resources

According to Fachrurazi et al.(2021) In general, human resources (HR) can be divided into two categories, namely micro and macro resources. Microhuman resources include all people who work for or are members of an organization or institution, such as employees, workers, and staff. On the other hand, macro human resources refers to the entire population of a country that is included in the labor market, including those who do not have work experience or those who are already working. Everyone has resources that need to be managed to improve their lives and coexistence.

Human Resources is someone who is able to assist an organization in achieving organizational goals (Putri and Riofita 2024). Quality resources will help the organization achieve better organizational goals, and vice versa, poor resources will hinder the organization from achieving organizational goals and become an obstacle to organizational success. According to Darmadi (2022), human resources are individuals who act as organizational drivers, either in institutions or companies, and who are considered valuable resources that must be trained and promoted. Human resources are assets that need to be trained and developed in their skills. Broadly speaking, it can be concluded that human resources are individuals who work in an organization or company as a driver and asset that must be developed to achieve organizational goals

### 2.2. Human Resource Management

According to Fachrurazi et al. (2021), human resource management is a process carried out by entrepreneurs with the aim of maintaining and developing the quality and quantity of labor so that it can be used effectively and efficiently to achieve the company's goals. According to Hidayat and A. Anwar (2023), human resource management, which is often called HRM, is part of general management that is responsible for personnel issues which is the most important component of management, because it is related to human resource administration. As the regulator of the entire management process, human resource management is the main component of management.

According to Farida and Muhotib (2024) Human Resource Management (HRM) is an organizational activity that aims to attract, develop, and retain an effective workforce, with managers playing an important role in guiding employees to achieve organizational goals. Human resource management helps companies obtain the highest possible job satisfaction, as this has an impact on the company's value both in the short and long term.

According to M. C. Hidayat and A. R. Syam (Ramli et al. 2024), human resource management includes 7 components, namely:

- a. Planning  
Systematically assess human resources to ensure the right number and quality of people with the right skills are available when needed.
- b. Recruitment  
Recruiting, selecting, and placing suitable individuals for specific positions. This process includes workforce needs planning, job descriptions, job promotions, candidate selection, and placement of employees in divisions.
- c. Development  
Employee skill development with training that can improve employees' abilities to be more developed.
- d. Promotions and Mutations  
Moving employees to higher positions with greater responsibilities, salaries, and liabilities. Mutation is moving employees without increased responsibility.
- e. Employee layoffs

- Removing the position, rights, and authority of human resources.
- f. Compensation  
Payment or reimbursement for loss or damage suffered by a person.
- g. Assessment (evaluation)  
Performance appraisals are used to evaluate and improve a company's performance by improving employee performance. This process involves performance appraisals, compensation adjustments, and professional development plans to improve future performance.

### 2.3. Strategy

The word strategy comes from the Greek word "strategia," which means "the art of a general" or the ability of a military leader, which is generally applied in the context of war. Strategy is a general approach that organizations can use to achieve the Company's goals (Wati, 2019). Usually, multiple strategies are used simultaneously to achieve the desired goal.

According to (Farida and Muhotib 2024), Strategy is the science of planning and determining the direction of business activities that is comprehensive and mobilizes all company resources that can really provide benefits to the company. According to (Suita 2023), Strategy is a comprehensive concept that refers to the realization of ideas, the development of plans, and the implementation of actions to achieve goals and objectives in accordance with available resources. An action aimed at achieving goals and objectives, taking into account the opportunities available.

The strategic objectives according to Priharto Sugi in (Suita 2023) are:

1. Set a fixed direction for the company to work.
2. Assisting companies in adjusting to each company.
3. Increase the effectiveness of the company's performance.
4. Implement and evaluate the agreed strategies effectively and efficiently.
5. Develop new tactics to adapt to changes in the external environment.
6. Assess strengths, weaknesses, opportunities, and threats in the company's entrepreneurial activities.
7. Innovate products and services to ensure they are the top choice of consumers.

Human Resource Management strategy indicators are a series of parameters and criteria used to evaluate the extent to which the implemented MSDM strategy has successfully achieved the set goals. According to Rumawas in (Farida and Muhotib 2024), the MSDM strategy indicators consist of:

1. Procurement
2. Development
3. Compensation
4. Integration
5. Maintenance

### 3. Method

The implementation of human resources (HR) strategies at Aston Tanjung Pinang Hotel is very important to create a productive and satisfying work environment for employees. Qualitative research can be used to understand the application of HR strategies, including training, career development, and performance management. Through in-depth interviews with managers and staff, researchers can explore perspectives on the effectiveness of the strategies implemented, as well as the challenges and successes faced during the implementation process. In the interviews conducted by the population, all employees of the Aston Tanjung Pinang hotel and the sample in the study were 2 people.

The types of research used in this study include case studies and phenomenology. Case studies allow researchers to analyze specific policies and their impact on employees, while phenomenological approaches help understand employees' first-hand experiences of management support and development opportunities. This approach provides in-depth insights into the relationship between HR strategy and employee satisfaction and performance.

Thematic analysis identifies patterns from interviews, while narrative analysis understands the story behind the employee's experience. The method used is a semi-structured interview, providing a space for informants to share their experiences freely. Primary and secondary data were obtained through purposive sampling, with informants such

as Mrs. Dewi Rosa Indah and Mr. Azmi from HR Coordination, resulting in rich and diverse data on the implementation of HR strategies at Aston Tanjungpinang Hotel.

## **4. Results and Discussion**

### **4.1 . Employee Planning at Aston Tanjungpinang Hotel**

Employee planning at Aston Hotels highlights several important aspects of human resource management. The first step in employee planning at Aston Hotels is that human resources first analyze employee needs to identify the positions needed, such as reception staff, hotel staff, chefs, and managers, and determine the number of employees based on the size of the hotel and the occupancy threshold. After that, recruitment and selection planning is usually carried out by taking interns who are considered to have potential who can join Aston Tanjungpinang or utilizing online platforms, recruitment agencies and collaborating with educational institutions, as well as setting clear selection criteria.

Employee training and development at Aston Tanjungpinang Hotel is carried out periodically and continuously aimed at improving performance, which is accompanied by performance evaluation through an objective system and incentives for employees who have good performance. As for managing retention, aston hotel management places emphasis on employee well-being through a comfortable work environment and work-life balance policy. By doing this, the management of Aston Hotels ensures that its employees can be productive and motivated to provide the best service to all guests.

### **4.2 . Recruitment and Selection at Aston Tanjungpinang Hotel**

Hotel Aston Tanjung Pinang implements a recruitment policy based on competence and potential without distinction of social, gender, or ethnic background. The selection process is designed to be transparent and merit-based, with objective assessment standards. In addition, Aston hotels implement an employer branding strategy by highlighting a professional work culture and an environment that supports employee development. Recruitment is done through various channels, including online platforms such as LinkedIn and Jobstreet, as well as in collaboration with hospitality schools. Job fairs are also one of the effective strategies to attract potential candidates.

Employee recruitment at the Aston Tanjung Pinang Hotel is carried out if, in a Department there is a vacancy caused by the resignation of an employee or the regeneration of an employee, then from each department will submit an additional employee to the Human Resources Manager. The need for labor or job vacancies at the Aston Tanjung Pinang hotel through collaboration with educational institutions, in this case, especially for hospitality educational institutions that already have competence in the hospitality sector. At the Aston Tanjung Pinang hotel, when looking for new employees, they first look at candidates from people who have been involved in the hotel, such as interns who have good performance. This is because these interns already understand the standards and work culture at the hotel, so it doesn't take much time for training.

However, it is not only interns who are accepted. They will also consider people who have the appropriate competencies and skills. After that, all new employees will undergo training for 3 months. If they pass the training, they will be hired immediately. This training is general, so each department will provide training according to their respective fields. In addition, the Aston Tanjung Pinang hotel also implements a career development system. If we have worked at Aston Tanjung Pinang for a few years and have a good performance appraisal, we can move to another Aston hotel with the same title.

### **4.3 . Aston Tanjungpinang Hotel Employee Training System**

The employee training system at Aston Tanjung Pinang Hotel is designed to support skill development and understanding of work culture. The structure of the training program includes an initial three-month training period for new employees, department-specific training according to their respective fields of work, and the transition process from internship to permanent employee. This approach demonstrates the hotel's commitment to training tailored to needs and the creation of a sustainable recruitment pipeline.

In the career development system, Hotel Aston implements internal mobility, competency-based performance appraisals, and job promotion opportunities in its hotel network. This system provides a clear career path for employees by emphasizing the importance of competence and performance as the basis for career development. The training

philosophy that prioritizes employer branding and a professional work culture strengthens the attractiveness of the work environment at this hotel.

However, some areas require more attention, such as the lack of details of training programs, teaching methods, and evaluation of training effectiveness. In addition, there is no information on ongoing training after the initial three-month period nor a formal mentoring system for new hires. Even so, the existing strategy reflects a long-term, retention-oriented approach to human resource management in the competitive hospitality industry.

#### 4.4 . Employee Maintenance System at Aston Tanjungpinang Hotel

Aston Tanjungpinang Hotel strives to provide good maintenance to all its employees because Aston Tanjungpinang Hotel is aware that good maintenance can improve the welfare of employees. Good maintenance for employees will have an impact on improving performance and employee performance which will greatly benefit the company. The employee maintenance system at Aston hotels in human resources is divided into several parts, namely:

1. Staffing  
Staffing is the part that takes care of planning for employee needs. Starting from hiring, placement to dismissing employees.
2. Industrial Relation  
Industrial Relations is a part that deals with the relationship between employees and employee problems. Industrial relations is very important to receive complaints and suggestions from employees, besides that industrial relations is also a part that functions as a forum for complaints for employees who need listeners and motivators to be able to work better.
3. Compensation Benefit  
Compensation benefits are the part of human resources that take care of employee rights. In addition to the obligation, there are rights that must be obtained by employees so that to get employee rights such as BPJS, THR to uniforms, employees must carry out their obligations by working in accordance with the rules, working hours and also schedules that are late.
4. Legalitas  
Legality is the part of HR that takes care of the legality at the Aston Tanjungpinang hotel starting from the Company's permit, NIB, to the licensing of work equipment. The legality section will ensure the validity of the permits they have and also always follow up on the permits they have.
5. Training  
Training is part of HR that takes care of employee activities and training. The training section will compile and determine what training needs employees need at this time, according to general trends and problems that are going viral and also what activities can improve employees' abilities and knowledge to be more developed.

Broadly speaking, the Aston Tanjungpinang hotel carries out a maintenance process for its employees which includes:

1. Provision of BPJS Kesehatan Job Guarantee
2. Provision of lunch compensation
3. Payment of PKWT income tax
4. 4.THR
5. Training 7 hours per month
6. Provision of adequate services and facilities for employees
7. Awarding for employees
8. Staff Rejection Mission/3 month.
9. Promotion opportunities

By taking care of employees, every employee will feel valued and cared for by the company. Employees who feel satisfied with their work environment tend to have higher levels of job satisfaction and motivation, which can improve productivity and service quality. In addition, with regular training in place, employees will continue to develop their skills and knowledge, which in turn will contribute to the company's innovation and operational efficiency. Good employee maintenance can also reduce turnover rates, maintain team stability, and reduce the cost of recruiting and training new employees. Overall, effective employee maintenance can create a harmonious work environment and support the company's long-term success.

## 5. Comparison

The results of this study show that the human resource management (HR) strategy implemented by Hotel Aston Tanjungpinang is comprehensive, including workforce planning, competency-based recruitment, continuous training, career development, and employee retention systems. This strategy is in line with the findings of Anam, Asiyah, and Pardiman (2022) who stated that training and work experience have a direct effect on work behavior and career development. However, the study emphasizes more on the importance of sustainability training and formal mentoring systems to improve employee retention and performance.

Furthermore, these results also support the findings of Kotecha et al. (2024) who stated that consistent training programs and effective motivational strategies can improve job satisfaction and employee performance. However, this study provides additional insights in the context of secondary cities such as Tanjungpinang, highlighting the importance of local approaches and partnerships with educational institutions to support workforce regeneration.

In terms of challenges, this study confirms the findings of Miftahurrohman and Munifah (2024) regarding the negative impact of employee turnover, including the loss of experienced workers and decreased productivity. However, the study adds that competition with other industries such as banking and cruise ships is a significant challenge in attracting and retaining a quality workforce in the regional hospitality industry.

In terms of organizational strategy, the results of this study are consistent with the opinion of Supriyadi, Khamdari, and Susilowati (2020) that business success depends on the quality of human resources. However, this study specifically emphasizes the importance of creating a clear career development system and professional work culture as a retention strategy.

Overall, this study complements and expands on previous studies by presenting real-world case studies in secondary cities that are still rarely discussed, as well as adding practical insights on the implementation of HR strategies in addressing local challenges and improving hotel competitiveness in a sustainable manner.

## 6. Conclusion

From the analysis of employee planning, recruitment, training, maintenance, and SWOT analysis at the Aston Tanjungpinang Hotel shows that the human resource management in this hotel has been well implemented. A systematic employee planning process, from needs analysis to training and development, creates a work environment that supports employee productivity and motivation. In addition, a competency-based and transparent approach to recruitment, as well as attention to employee well-being through various maintenance programs, contributes to better employee retention and improved quality of service to guests.

However, there are some challenges that need to be addressed, such as generational differences among employees that can lead to misunderstandings, as well as threats from competition and changing market trends. Nonetheless, opportunities for skills development through training programs and partnerships with educational institutions provide hope for improving employee performance. By understanding the strengths, weaknesses, opportunities, and threats that exist, the management of Aston Tanjungpinang Hotels can formulate more effective strategies to meet the challenges in the competitive hospitality industry and ensure the long-term sustainability and success of the hotel.

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