

THE ROLE OF TRAINING AND DEVELOPMENT OF GEN-Z EMPLOYEES IN IMPROVING SERVICE QUALITY AT PT JRX POOL & CAFÉ BANDUNG CITY

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Abstract

This study aims to analyze the role of training and development of Gen-Z employees in improving service quality at PT JRX Pool & Café. Employee training and development is a key factor in improving skills, work efficiency, and professionalism, especially for Gen-Z employees who have unique characteristics in the world of work. This research uses descriptive qualitative methods with data collection techniques through observation, interviews, and documentation. The results show that training at PT JRX Pool & Café is still limited, with only one implementation in the last three years, as well as retraining which is still in the planning stage. In addition, cross-functional training and creativity programs have not been formally implemented, although there are informal initiatives in some departments. In terms of development, the study found that performance evaluations are conducted regularly through self-assessment and supervisor appraisals. However, there are still challenges in work discipline, absenteeism, and employee initiative in contributing to service innovation. The service quality of Gen-Z employees at PT JRX Pool & Café is considered quite good, but there are still some obstacles in the aspects of reliability, responsiveness, and empathy towards customers. The conclusion of this study confirms that more structured and continuous training and development is urgently needed to improve service quality and customer satisfaction. Companies need to improve training methods to better suit Gen-Z characteristics, including technology-based approaches, real case simulations, and continuous evaluation to ensure service standards remain optimal.

Keywords: Training, Development, Gen-Z, Service Quality

Abstrak

Penelitian ini bertujuan untuk menganalisis peran pelatihan dan pengembangan karyawan Gen-Z dalam peningkatan kualitas pelayanan di PT JRX Pool & Café kota Bandung. Pelatihan dan pengembangan karyawan menjadi faktor kunci dalam meningkatkan keterampilan, efisiensi kerja, dan profesionalisme, khususnya bagi karyawan Gen-Z yang memiliki karakteristik unik dalam dunia kerja. Penelitian ini menggunakan metode kualitatif deskriptif dengan teknik pengumpulan data melalui observasi, wawancara, dan dokumentasi. Hasil penelitian menunjukkan bahwa pelatihan di PT JRX Pool & Café masih terbatas, dengan hanya satu kali pelaksanaan dalam tiga tahun terakhir, serta pelatihan ulang (retraining) yang masih dalam tahap perencanaan. Selain itu, program pelatihan

lintas fungsi dan kreativitas belum diimplementasikan secara resmi, meskipun ada inisiatif informal di beberapa departemen. Dalam aspek pengembangan, penelitian ini menemukan bahwa evaluasi kinerja dilakukan secara berkala melalui self-assessment dan penilaian atasan. Namun, masih terdapat tantangan dalam disiplin kerja, tingkat absensi, serta inisiatif karyawan dalam berkontribusi terhadap inovasi layanan. Kualitas pelayanan karyawan Gen-Z di PT JRX Pool & Café dinilai cukup baik, tetapi masih terdapat beberapa kendala dalam aspek keandalan, ketanggapan, dan empati terhadap pelanggan. Kesimpulan dari penelitian ini menegaskan bahwa pelatihan dan pengembangan yang lebih terstruktur dan berkelanjutan sangat dibutuhkan untuk meningkatkan kualitas layanan dan kepuasan pelanggan. Perusahaan perlu memperbaiki metode pelatihan agar lebih sesuai dengan karakteristik Gen-Z, termasuk pendekatan berbasis teknologi, simulasi kasus nyata, dan evaluasi berkelanjutan guna memastikan standar layanan tetap optimal.

Kata kunci: Pelatihan, Pengembangan, Gen-Z, Kualitas Pelayanan

Introduction

Training and development play a crucial role in enhancing service quality within an organization. Training programs aim to improve employees' skills, knowledge, and technical competencies, enabling them to perform tasks more effectively and efficiently. Through proper training, employees can understand service standards, including how to interact with customers, provide clear information, and handle complex situations.

High-quality service is a key factor in maintaining customer satisfaction and loyalty, especially in service industries such as cafés and restaurants. In an increasingly competitive business environment, companies must consistently deliver excellent service to meet growing customer expectations. Employees play a vital role in achieving this goal, particularly at PT JRX Pool & Café, where Gen-Z employees dominate the workforce. Their unique characteristics influence how they learn, work, and engage in professional development.

Despite its importance, training and development programs at PT JRX Pool & Café have been minimal. Over the past three years, the company has only conducted one training program, the Basic Service Training, which took place on February 7, 2024. This training aimed to enhance employees' fundamental service skills, focusing on taking orders, customer greetings, communication, and handling various work situations. While the training provided some positive outcomes, such as improved understanding of service standards, its limited implementation has affected the continuous development of employees.

Gen-Z employees, born between 1995 and 2010, have unique learning styles compared to previous generations. They prefer fast, interactive, and technology-based learning methods. Additionally, they seek frequent feedback and ongoing career development

opportunities. To maximize the effectiveness of training, companies must design programs that align with Gen-Z's learning preferences, incorporating interactive approaches, digital tools, and real-world applications.

According to Nugroho (2019:1), training and development should no longer be viewed as mere obligations but as a necessity for organizations aiming to build competent and high-quality human resources. This challenge must be addressed by human resource practitioners and business leaders to ensure that training programs are tailored to employees' needs and the company's operational conditions. To improve service quality at PT JRX Pool & Café, the company must implement training methods that match Gen-Z characteristics, such as technology-based training, interactive sessions, and skill development focused on customer interaction and service excellence.

However, current training practices at PT JRX Pool & Café face challenges. The available programs often do not fully meet the needs of Gen-Z employees, leading to reduced engagement and effectiveness. For instance, a lack of interactive elements and digital integration in training makes Gen-Z employees feel less involved and motivated. Additionally, the company struggles with time constraints, making it difficult to provide intensive and continuous training for all employees.

Research by Haryati (2019) on PT Visi Sukses Bersama Jakarta highlights the importance of evaluating training and development programs by assessing employee performance and job execution. The study suggests that regular evaluation can help address skill gaps and improve service quality. A similar approach could be applied at PT JRX Pool & Café to enhance employee performance and customer satisfaction.

Furthermore, analysis of Google reviews from 2022 to 2024 reveals recurring customer complaints regarding service quality at PT JRX Pool & Café. Several one-star reviews mention unfair waiting list systems, unhelpful staff, unfriendly attitudes, and lack of professionalism.

Table 1. Data on customer complaints about service quality at PT JRX Pool & Café

YEAR	RATING	MAIN COMPLAINT	FREQUENCY
2022	★☆☆☆☆	Unfair waiting list system, customers feel ignored	3
2023	★☆☆☆☆	Unfriendly staff (rude), high parking fees	2
2023	★☆☆☆☆	Staff appear moody and do not smile	2
2024	★☆☆☆☆	Unhelpful cashier, unwelcoming attitude	1
2024	★★☆☆☆	Customers feel uncomfortable due to unfriendly staff	1

This data indicates persistent service quality issues that need immediate attention. Complaints about staff unfriendliness, lack of attentiveness, and inconsistent service quality highlight the necessity for structured training programs. Although there has been a slight decline in complaints over time, the overall trend shows that customer dissatisfaction remains a challenge. To address these issues, PT JRX Pool & Café must implement a structured and continuous training program, focusing on customer service improvement, interactive learning methods, and employee engagement strategies tailored to Gen-Z preferences. Therefore, this study aims to analyze the role of training and development programs in improving service quality at PT JRX Pool & Café, particularly for Gen-Z employee

Employee training plays a vital role in improving the skills, knowledge, and overall performance of employees, ensuring they can meet job demands effectively. Training is designed to equip employees with both technical and interpersonal competencies, enabling them to align with organizational goals and enhance service quality. According to Singerin (2022), training includes various structured methods such as on-the-job training, workshops, and seminars to develop employee capabilities. Meanwhile, Kasmir (2019:126) states that training not only increases employee productivity but also helps shape their behavior in accordance with company values and service standards.

The main objective of training is to enhance employee efficiency, adaptability, and motivation. It addresses skill gaps, supports career development, and helps employees stay updated with industry advancements. Singerin (2022) emphasizes that training provides employees with the ability to handle new challenges, implement operational improvements, and contribute to business success. Furthermore, Kasmir (2019) highlights that training leads to various benefits, including career advancement, increased compensation, improved job satisfaction, and greater work efficiency. Employees who receive proper training tend to be more engaged, innovative, and productive in their roles.

Employee development is a strategic approach in human resource management that aims to enhance workforce capabilities, ensuring employees acquire the necessary knowledge, skills, and competencies to meet job demands effectively. According to Hasibuan (2020:69), employee development involves technical, theoretical, conceptual, and ethical improvements achieved through structured training and education. Similarly, Yuliani (2023:96) emphasizes that human resource development includes various organizational efforts to help employees develop their competencies for both current and future job roles.

The primary objectives of employee development are to increase productivity, efficiency, and service quality. Well-designed development programs improve technical skills, problem-solving abilities, leadership qualities, and teamwork, ensuring employees perform their roles efficiently. Additionally, effective development initiatives contribute to higher job satisfaction, reduced absenteeism, and improved workplace collaboration. Companies that invest in structured employee development can also experience greater organizational growth, stronger leadership, and a more competitive workforce.

Several methods are commonly used in employee development, including on-the-job training, vestibule training, simulations, apprenticeships, and classroom learning. Each method focuses on different aspects of skill enhancement, ranging from practical application to theoretical understanding. These approaches enable employees to adapt to industry changes, technological advancements, and evolving job requirements.

To assess the effectiveness of employee development programs, organizations measure various performance indicators, such as work productivity, discipline, attendance rates, teamwork, and leadership effectiveness. A successful development program results in better employee engagement, improved resource management, reduced workplace accidents, and increased compensation opportunities. Service quality is a crucial element that determines customer satisfaction and loyalty. A company is considered successful when it can provide products and services that meet or exceed customer expectations. High-quality products and excellent service contribute significantly to overall customer experience and business success.

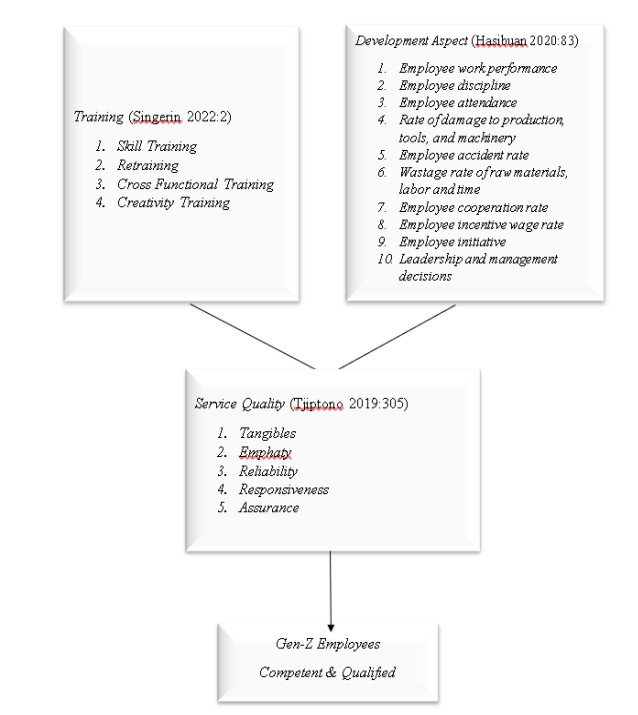
Tjiptono (2019:304) defines service quality as the effort to fulfill customer needs and expectations while ensuring precise delivery to match their demands. This includes continuous improvements and updates in services, whether through digital platforms or direct customer interactions. Meanwhile, Kasim (2017:47) describes service as an act or effort by individuals or organizations to provide satisfaction to customers and employees.

Based on these definitions, service quality can be understood as the company's commitment to meeting customer expectations through well-executed service delivery. It involves both tangible and

intangible aspects that influence customer perception and satisfaction.

Systematically, the framework of this research is presented as shown below:

Picture 1. Framework of Thought



Research Methods

This study employs a descriptive qualitative approach to analyze employee training, development, and service quality at PT JRX Pool & Café. Data is collected through observations, interviews, and document analysis, ensuring a comprehensive understanding of workplace dynamics. The researcher engages in participant observation, allowing for direct insight into daily operations, while semi-structured interviews with key informants, including managers, supervisors, employees, and customers, provide deeper perspectives. Document analysis further supports the findings by reviewing training records, policies, and service evaluations.

Data analysis follows the Miles & Huberman interactive model, consisting of data reduction, data display, and conclusion verification. To ensure data credibility, triangulation is applied by cross-checking multiple sources and methods. Transferability is maintained through detailed descriptions, while dependability and confirmability are ensured via audit trails and consultation with research advisors. This methodological approach strengthens the validity and reliability of the study, providing a structured assessment of employee training and its impact on service quality.

Results and Discussion

This research uses observation, interview, and documentation methods as data collection techniques. Observations were conducted using the participant observation method, where researchers were directly involved in the research environment to understand the phenomena that occurred. In addition, interviews with key informants were used to obtain more in-depth information.

Each answer was summarized and analyzed to identify the main points relevant to the research. The findings from these observations and interviews have been organized into several main sections, which will be further explained in the following sub-chapters:

Gen-Z Employee Training at PT JRX Pool & Café

This study examines the training and development programs at PT JRX Pool & Café through observations, interviews, and documentation. The findings indicate that training opportunities for employees are limited, with only one formal training session conducted in the last three years. The Basic Service Training held on February 7, 2024, focused on customer service skills, order-taking, and communication. While this training provided some benefits, its infrequent implementation hinders continuous employee development.

Retraining efforts are still in the planning stage due to operational constraints, making it difficult to schedule sessions regularly. Employee evaluations are conducted using a scoreboard system to assess performance. However, retraining is typically based on individual assessments rather than a structured program, highlighting the need for a more systematic approach.

Picture 2. Training for Gen-Z Employee



Cross-functional training has not yet been officially structured but is informally applied. Employees receive basic knowledge of other departments to improve teamwork and flexibility. This approach enables staff members to assist in different roles when necessary, but a formal cross-functional training program could further enhance interdepartmental coordination.

In terms of creativity training, no structured program exists to encourage innovation among

employees. However, baristas are given opportunities to experiment with new beverage recipes and develop signature drinks. The company also holds daily briefings to support skills enhancement and idea-sharing. Plans are underway to introduce recognition programs, routine evaluations, and advanced training for high-potential employees. The study highlights the importance of structured training and development programs to enhance employee skills, service quality, and operational efficiency. More frequent and well-designed training initiatives, including continuous retraining, cross-functional exposure, and creativity enhancement, will contribute to improving overall service excellence at PT JRX Pool & Café.

Gen-Z Employee Development at PT JRX Pool & Café

This study explores the training and development programs implemented for Gen-Z employees at PT JRX Pool & Café, focusing on their impact on employee performance, discipline, teamwork, and leadership. The research was conducted through observations, interviews, and documentation analysis. The findings indicate that employee development efforts at PT JRX Pool & Café are fairly well-implemented, particularly in performance evaluation. The Operational Manager conducts regular appraisals focusing on attendance, skills, knowledge, and grooming standards. Employees also undergo self-assessment, allowing them to evaluate their performance, which is then compared with managerial evaluations to ensure objectivity and improvement planning. Employees acknowledge that understanding their tasks, maintaining a positive attitude, and effective communication with customers are crucial in enhancing service quality and career progression.

Discipline and attendance are generally well-maintained, with a fingerprint and manual attendance system in place. However, lateness due to transportation and weather issues is still observed, prompting the management to implement evaluations and warnings for frequently tardy employees. The use of a backup attendance system ensures operational efficiency.

Equipment maintenance and efficiency are effectively managed, with minimal equipment damage that does not significantly affect operations. Employees receive training on proper equipment handling to reduce the risk of damage and extend the lifespan of assets. The company also strives to optimize resource usage, including raw materials, workforce, and time efficiency, ensuring a cost-effective and productive work environment. Team collaboration is generally good, but occasional miscommunication arises due to differing departmental responsibilities. The management actively promotes teamwork and communication improvement to enhance cross-functional cooperation. However, cross-functional training is not yet formally structured, though employees receive basic knowledge of different departments to facilitate role flexibility when needed.

Creativity training is not officially implemented, but employees, especially baristas, are encouraged to experiment with new recipes and develop signature drinks. Daily briefings provide a

platform for employees to enhance their skills and share ideas, while plans for structured skill development programs are in progress.

Employee initiative and innovation remain limited, with only a few employees actively proposing ideas. Lack of experience and confidence is a significant barrier. However, in certain departments like the bar and kitchen, employees have started introducing new product ideas, which are evaluated through test product trials before being implemented. Leadership and managerial decision-making play a crucial role in employee development at PT JRX Pool & Café. The Operational Manager takes personal initiative to identify problems, propose solutions, and implement development strategies. Employees value leadership that provides guidance, evaluation, and support, helping them enhance their skills and grow within the company.

In conclusion, employee training and development programs at PT JRX Pool & Café have positively impacted performance, discipline, teamwork, and leadership quality. However, structured and frequent training programs are necessary to further enhance service quality, efficiency, and employee engagement. Strengthening cross-functional training, creativity enhancement, and initiative development can significantly improve the overall organizational growth and employee satisfaction.

Service Quality at PT JRX Pool & Café

While employees are generally friendly and responsive, there is a lack of initiative in understanding customer needs without being asked. Customers expect staff to be more proactive, such as replacing damaged billiard sticks without requests. Reliability in service delivery is a crucial factor in customer satisfaction. While billiard equipment is always ready, food and beverage orders tend to be delayed during peak hours, affecting the overall experience.

Responsiveness at PT JRX Pool & Café is satisfactory, but there is room for improvement. Staff members are quick to respond when the venue is less crowded, but service slows down during peak times. Customers expect employees to be more efficient and proactive in addressing their needs. Assurance in service quality is considered fairly good, with polite and professional employees. However, some staff members still require additional training to enhance their product knowledge and service competence. Overall, while PT JRX Pool & Café offers high-quality facilities and courteous staff, improvements in employee training, responsiveness, and proactive service are necessary to enhance customer satisfaction and overall service quality.

Challenges in training and development of Gen-Z employees at PT JRX Pool & Café

Additionally, training methods need to be adapted to real workplace conditions to ensure employees can immediately apply their skills. Gen-Z employees learn quickly in theory but require hands-on practice to fully master their skills. They prefer interactive, verbal, and practical learning approaches rather than passive methods like reading or listening to lengthy explanations. Another

challenge is the difference in mindset and expectations between Gen-Z employees and previous generations. Gen-Z tends to seek instant results and recognition, while companies emphasize structured skill development. They also prefer staying in their comfort zones, making it difficult to encourage them to adapt to new work processes. The key challenge is balancing employee expectations with company goals to prevent a gap between individual aspirations and organizational needs.

The current training methods at PT JRX Pool & Café are not yet fully aligned with Gen-Z learning preferences. Although recent training sessions—such as the one held in February 2023—were partially effective (around 70%), further improvements are necessary, especially in delivering materials in a more engaging and interactive manner. Employees need more case studies, real-work simulations, and interactive discussions to fully understand service excellence and how to enhance customer experience. To improve training effectiveness, PT JRX Pool & Café must refine its approach by integrating more hands-on learning, real-life case applications, and dynamic engagement strategies that cater to Gen-Z's learning style, ensuring higher skill retention and service quality.

Discussion

Gen-Z Employee Training at PT JRX Pool & Café

Employee training at PT JRX Pool & Café is essential for enhancing skills, service quality, and product knowledge. However, training programs remain limited, with only one formal Basic Service Training held in the past three years, covering customer service and communication skills. While beneficial, more frequent training is needed to maintain service standards. Retraining is still in the planning phase and not conducted regularly due to operational constraints. A scoreboard evaluation system has been introduced to assess performance, but retraining remains informal and needs better structuring. Cross-functional training is also unstructured, hindered by time limitations and the absence of a dedicated HR team. Employees receive basic knowledge of other departments, but a formal program is needed to enhance teamwork. Creativity training lacks official programs due to the focus on daily operations rather than structured development. However, innovation is encouraged through informal initiatives, such as experimenting with new drink recipes in the bar department. Daily briefings help refine skills and share ideas, but a structured approach is still required.

Gen-Z Employee Development at PT JRX Pool & Café

Employee development at PT JRX Pool & Café plays a crucial role in enhancing service quality, especially for Gen-Z employees who prefer fast and technology-based learning. A well-structured development program helps employees refine their skills, understand service excellence, and adapt to workplace challenges. Performance evaluation is conducted through regular assessments, self-evaluations, and managerial reviews to ensure objectivity. Employees are encouraged to understand

their responsibilities, maintain professionalism, and improve communication with customers. Discipline and attendance are monitored using a fingerprint system and manual records, with periodic appraisals to address lateness or absenteeism.

Equipment maintenance and efficiency are key priorities, with minimal damage to tools and quick repairs to maintain smooth operations. Employees receive training on proper equipment handling to prevent unnecessary breakdowns. Workplace accidents are rare, limited to minor incidents like slips or minor cuts, which are managed promptly. Resource efficiency is maintained through optimized workforce allocation, ensuring sufficient staffing during peak hours. A backup system allows employees from different departments to assist when needed, minimizing resource wastage. Collaboration among employees is generally strong, although occasional miscommunication occurs between divisions. To address this, management fosters better teamwork and communication.

Employee incentives are provided through a service charge system, distributed monthly based on attendance and performance. Deductions apply for frequent absenteeism, motivating employees to maintain high service quality. Initiative among employees remains limited, with only a few actively sharing ideas. Lack of confidence and experience hinders contributions, but management encourages participation and considers valuable suggestions. Leadership and decision-making are key aspects of development at PT JRX Pool & Café. Managers focus on identifying problems and implementing solutions, offering guidance and feedback to improve employee performance. While leadership plays a positive role in employee growth, a more structured development program is necessary to ensure long-term success.

Service Quality at PT JRX Pool & Café

Maintaining high service quality is crucial for PT JRX Pool & Café to ensure customer satisfaction and loyalty. Friendly, responsive, and professional service enhances customer experience and builds a positive company image. By consistently upholding service standards, PT JRX can strengthen its competitive position in the hospitality industry and retain loyal customers. Service quality at PT JRX Pool & Café is assessed through five key dimensions: tangibles, empathy, reliability, responsiveness, and assurance. The tangible aspects, such as billiard tables, equipment, and cleanliness, are well-maintained, creating a comfortable and enjoyable environment. However, staff responsiveness still requires improvement to provide a consistently excellent experience.

In terms of empathy, employees are generally friendly and responsive, but lack initiative in anticipating customer needs. A more proactive approach such as replacing damaged billiard sticks without being asked would enhance the overall customer experience. The reliability of services at PT JRX is generally good, with well-prepared billiard equipment. However, during peak hours, delays in food and beverage service affect customer satisfaction. Implementing better time management

strategies can help maintain service consistency even during busy periods.

Responsiveness is satisfactory when the venue is not crowded, but during high-traffic times, customers often experience longer wait times. Employees are encouraged to improve their speed and proactiveness in handling customer requests to optimize service efficiency. Assurance, which includes staff politeness, professionalism, and service competence, is relatively strong at PT JRX Pool & Café. However, some employees still require additional training to enhance their product knowledge and service delivery, ensuring consistent and high-quality customer interactions.

Challenges in training and development of Gen-Z employees at PT JRX Pool & Café

The training and development of Gen-Z employees at PT JRX Pool & Café face several challenges, including time constraints, limited resources, and differing generational expectations. This generation prefers hands-on practice, real-world simulations, and interactive learning approaches over lengthy theoretical instruction. Currently, the training methods used at PT JRX are only about 70% aligned with Gen-Z learning preferences, requiring improvements in content delivery to make it more engaging and effective. Case-based training is considered essential in enhancing practical understanding and skills, particularly in achieving service excellence. By adopting more interactive and experiential learning strategies, PT JRX can better equip Gen-Z employees with the competencies needed to excel in customer service.

Conclusion

Based on the research on "The Role of Training and Development of Gen-Z Employees in Improving Service Quality at PT JRX Pool & Café, Bandung," the following conclusions are drawn: Training at PT JRX Pool & Café remains limited, with only one session conducted in the last three years. The Basic Service Training held on February 7, 2024, focused on order-taking, customer greetings, communication, and handling workplace situations. However, retraining programs are still in the planning stage and have not been implemented regularly due to operational constraints. Cross-functional training is conducted informally, but no structured program exists. Similarly, creativity training lacks a formal program, though employees are given opportunities to innovate. Employee development plays a crucial role in enhancing service quality. The company conducts regular evaluations, self-assessments, and managerial reviews to assess performance. Discipline levels are generally good, supported by a fingerprint attendance system, though some delays still occur. Employee absenteeism is monitored monthly, and equipment damage and workplace accidents remain low due to proper maintenance and training. Operational efficiency is maintained through cross-departmental support during peak hours. Teamwork is strong, but occasional miscommunication needs improvement. Employees receive service charge incentives based on performance and attendance. Service quality is rated as good, particularly in facilities and

environment, but some areas require improvement. Facilities are well-maintained, but service consistency needs enhancement. Employees are friendly and responsive, yet lack initiative in anticipating customer needs. Reliability in service is good, though order delays occur during peak hours. Responsiveness needs improvement, especially in handling customer requests efficiently. Employee professionalism is evident, but some still require additional training to enhance product knowledge and service delivery.

Challenges in training and developing Gen-Z employees include time constraints, resource limitations, and differing expectations. Gen-Z prefers hands-on practice, real-world simulations, and interactive learning over traditional theory-based training. Current methods are about 70% aligned with their needs but require improvements in content delivery to be more engaging and effective. Case-based training is essential to help them master service excellence and meet customer expectations more effectively.

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