

The Influence of Work Experience and Job Training on Service Performance Hajj and Umrah Bureau for Semarang City

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Abstract. *This study aims to test and analyze the model of improving employee service performance through job training and service performance and to analyze the role of education moderation on the relationship between job training and employee service performance. The type of research used in this study is an associative explanatory research type, which aims to determine the relationship between testing the influence of job training, employee work experience and employee service performance. The population in this study were all consumers of the Hajj and Umrah Travel Agency in Semarang with a sample that will be used in this study as many as 105 respondents. The sampling technique used in this study was purposive sampling. The results of the study showed that Job training has a positive and significant influence on employee work experience and employee service performance. Work experience has a positive and significant influence on service performance. Education acts as a moderating variable in the influence of job training on employee service performance, which means that a person's educational background will strengthen the influence of the training attended on HR service performance when in high conditions and will weaken the influence of the training attended on HR service performance when in low conditions.*

Keywords: *Education;;Employee Service Performance; Employee Work Experience; Job Training; Performance.*

1. Introduction

The large number of organizations offering Umrah travel services means that customers have the opportunity to choose agents with quality-based services at relatively lower prices. In order to succeed in this industry, Umrah travel agents need to increase their responsibility by offering better services. The problem that is often criticized by the public or service recipients is the perception of "quality" that is inherent in all aspects of service. Umrah travel services in many Muslim countries are managed by their own governments and many of them have less competent human resources and budgets. Customer satisfaction is achieved when the quality of service provided meets customer expectations..Human resources are a vital asset for organizations including the travel and tour bureau industry. Many organizations strive to retain their employees because they are an important factor in achieving competitive

advantage..¹ Every organization will try to manage its employees by implementing appropriate human resource management (HRM) practices.²

Mechanization, computerization and automation have resulted in many regulatory and policy changes that require trained staff with adequate skills. Organizations have to train employees to enrich them with the latest technology and knowledge. With modern inventions, technological advancements and diversification, most organizations have become very complex. This has aggravated the problem of coordination. Therefore, to overcome the complexity, training has become a must. An employee's specifications may not fully match the job and organizational requirements, irrespective of past experience and skills. There is always a gap between the current employee specifications and the organizational requirements.³ So to fill this gap, training is needed. Training is teaching, or developing in oneself or others, any skills and knowledge or fitness related to a particular useful competence. Training has a specific purpose to improve a person's ability, capacity, productivity, and performance. Training is a basic concept in human resource development. It is concerned with developing certain skills to a desired standard by instruction and practice.⁴

An interesting phenomenon to observe lately is the increasing number of people performing Umrah. At various airports, many people are seen going for Umrah with attributes according to the Umrah and Hajj Travel Agency. Umrah has become a very popular worship for Muslims. In carrying out the Umrah, the congregation registers with the Umrah and Hajj Travel Agency which will be responsible for all the attributes and equipment for the Umrah worship such as passports, visas, vaccines, hotels, airplanes, and various Umrah travel accessories.⁵

The Hajj and Umrah pilgrimages have become commodities that are commercialized like other commodities..For the actors or organizers of the hajj or umrah pilgrimage (Hajj and Umrah Travel Agencies and KBIH), the hajj or umrah pilgrims are like promising business targets. Unfortunately, their existence has two sides that are distinctively different. There are those who do provide adequate services to the guests of Allah, namely the umrah pilgrims

¹Garavan, T. N. (2007). A Strategic Perspective on Human Resource Development. *Advances in Developing Human Resources*, 9(1), p.11–30. <https://doi.org/10.1177/1523422306294492>.

²Ali, B. J., Fadel Saleh, P., Akoi, S., Abdulrahman, A. A., Muhamed, A. S., Noori, P. N., & Anwar, G. (2021). *Impact of Service Quality on the Customer Satisfaction: Case study at Online Meeting Platforms*. <https://doi.org/10.22161/ijeblm.5.2>.

³Onyeador, I. N., Hudson, S. kiera T. J., & Lewis, N. A. (2021). Moving Beyond Implicit Bias Training: Policy Insights for Increasing Organizational Diversity. *Policy Insights from the Behavioral and Brain Sciences*, 8(1), p.19–26. <https://doi.org/10.1177/2372732220983840>.

⁴Nørgaard, B., Ammentorp, J., Poul Erik Kofoed, & Kyvik, K. O. (2012). *Training improves inter-collegial communication*. p.173–177.

⁵Dutch, M. a. (2013). A Symbiotic Framework of Human Resources, Organizational Strategy and Culture. *Amity Global Business Review*, 8, p.9–14. <http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=94083714&site=ehost-live&scope=site>.

and there are also those who, on the contrary, do not provide adequate services to the umrah pilgrims. There are many problems that occur related to this umrah service. The high public enthusiasm has caused travel agencies and also KBIH to compete to attract the interest of prospective umrah pilgrims. Unfortunately, some of them abuse the trust of this community. There are those who abandon the hajj pilgrims in other countries, to those who cannot depart because they are deceived. So in this study, the quality of experience is proposed as a mediating variable between service quality and consumer loyalty and the element of education as a moderator. It is hoped that increasing the quality of experience driven by service quality will result in increasing consumer loyalty.⁶

2. Research Methods

The type of research that used This research is an associative explanatory research type, which aims to determine the relationship between two or more variables. This study aims to explain hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In this case, it is to test the influence of job taining, employee work experience and employee service performance.⁷

3. Results and Discussion

3.3. Education and Service Performance

3.3.1. Education

According to Hasibuan; KBBI (2002); education is a process of changing the attitudes and behavior of a person or group of people in an effort to mature humans through teaching and training efforts, as a form of fostering the process of human development to think and tend to develop basic abilities that exist in them to prepare individuals to be ready to work and as an indicator that reflects a person's ability to be able to complete a job.⁸

According to Law No. 20 of 2003, it is explained that education is an important thing because by pursuing education, humans can explore and develop the potential that exists within themselves (Law of the Republic of Indonesia No. 20 of 2003 concerning the National Education System, Article 1).⁹ Education is an effort or activity that is carried out deliberately, regularly and in a planned manner to foster personality and develop human abilities, both physically and spiritually, so that education has a very determining role in the development

⁶Hariyanto, D. (2021). Commodification of Umrah worship in Umrah travel agency capitalism in Indonesia. *Journal of Humanities and Social Science*, 23(10), p.77–86. <http://haji.kemenag.go.id>.

⁷Sugiono, E., Efendi, S., & Afrina, Y. (2021). *The Effect of Training, Competence and Compensation on the Peformance of New Civil Servants with Organizational Culture as Intervening: Studies at the Ministry of Health of the Republic of Indonesia*. In *International Journal of Science and Society* (Vol. 3, Issue 1). <http://ijsoc.goacademica.com>.

⁸Cusumano, M. A., Kahl, S. j, & Suarez, F. F. (2008). Services, industry evolution, and the copetitive strategies of product firms. *Academy of Management Journal*, 51(2), p.315–334. <https://doi.org/10.1002/smj>.

⁹Law of the Republic of Indonesia No. 20 of 2003 concerning the National Education System, Article 1.

of individuals and the nation as well as a provision for work..¹⁰ Education is an activity to increase one's knowledge including increasing mastery of theory and decision-making skills on issues related to activities to achieve goals. Formal education taken is a very important capital because with education a person has the ability and can easily develop themselves in their field of work..¹¹

So it can be concluded that education is a continuous process that cannot be separated from the organizational system in an effort to master certain skills, knowledge, and attitudes that result in relatively permanent changes in the work behavior of human resources. According to Law No. 20 of SISDIKNAS (2003), indicators of education level consist of education level and suitability of majors. Education level is a stage of education that is determined based on the level of development of students, the goals to be achieved, and the abilities developed, which consist of:

1. Basic education: The initial level of education during the first 9 (nine) years of children's schooling which forms the basis for secondary education.
2. Secondary education: The level of education following primary education.
3. Higher education: The level of education after secondary education which includes bachelor's, master's, doctoral and specialist programs organized by universities..¹²

a. The moderating role of education in the influence of job training on HR service performance
The level of education taken and owned by a person is basically an effort made to be able to obtain good performance. The level of education is an activity of a person in developing their abilities, attitudes, and forms of behavior, both for future life through organizations or unorganized..¹³ Education is an effort to develop human resources, especially to develop intellectual abilities in the direction desired by the organization concerned. There are several previous studies that have been conducted which state that the level of education has a significant effect on employee performance, including: The level of education has the strongest effect on performance. Human resources with higher education are better at accounting tasks compared to those with lower qualifications..¹⁴

¹⁰Heru Nugriansap. (2020). Buku Filsafat Pendidikan. In *Filsafat Pendidikan* (Vol. 1, p. 1–372).

¹¹Nurhayati, & Kemas Imron Rosadi. (2022). Determinasi Manajemen Pendidikan Islam: Sistem Pendidikan, Pengelolaan Pendidikan, dan Tenaga Pendidikan (Literatur Manajemen Pendidikan Islam). *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 3(1), p.451–465.

¹²Kang, Y.-P., & Na, K. (2020). The Effectiveness of Employee Training on Firm Performance: Evidence from Vietnam. *International Journal of Business and Social Science*, 11(2), p.13–24. <https://doi.org/10.30845/ijbss.v11n2a2>.

¹³Abdullah, A. (2020). Relationship the Work Culture and Training Programs Within Performance. *International Journal of Progressive Sciences and Technologies (IJPSAT)*, 20(1), p.92–101.

¹⁴de Sivatte, I., Gordon, J. R., Olmos, R., & Simón, C. (2021). The effects of site experience on job performance: a missing element in work experience. *International Journal of Human Resource Management*, 32(21), 4603–4628. <https://doi.org/10.1080/09585192.2019.1687556>.

3.3.2. Service Performance

Service performance is the process of measuring and evaluating how well HR in a company serves consumers. Consumer impressions arise when consumers interact with the company through the services provided by HR until they decide to make repeat purchases or not. Excellent service is an action or effort made by a company or certain organization to provide maximum service with the aim that customers or the community can get satisfaction from the services provided..¹⁵ In general, the purpose of excellent service is to provide services so that they can meet and satisfy customers so that the company gets maximum profit. Service Performance Analysis is the process of identifying that the process is running according to specifications. Service Performance is the process of ensuring that the functional requirements in providing services to customers are met. Service Performance can be concluded as the company's efforts to meet consumer needs as the basis for consumer assessment of purchase satisfaction.¹⁶

3.2. Job Training and Work Experience

3.2.1. Job Training

Training is a very useful tool that can bring employees to a position where they can do their jobs correctly, effectively, and thoroughly. Training is the act of increasing an employee's knowledge and skills to do a particular job. New employees who are accepted by the company who do not yet have the skills and expertise are given job training so that the employee can become a skilled and expert employee in carrying out his/her job. However, job training is not only given to new employees, job training is also beneficial for employees who have worked for a long time in the company and should also be given job training. Although old employees have experience from the work they have done, these employees still need training to reduce or eliminate bad work habits or to learn new skills that can improve the employee's performance.¹⁷

Training is an effort to transfer skills and knowledge to trainees in such a way that participants receive and carry out training when carrying out work. The knowledge and skills developed must be specific and training must be directed at changes in behavior that have been identified. Trainers must also learn specific skills or techniques that can be demonstrated and observed in their workplace. So it can be concluded that training is an activity to transfer skills

¹⁵Karpen, I. O., Bove, L. L., & Lukas, B. A. (2012). Linking Service-Dominant Logic and Strategic Business Practice: A Conceptual Model of a Service-Dominant Orientation. In *Journal of Service Research* (Vol. 15, Issue 1, p. 21–38). <https://doi.org/10.1177/1094670511425697>.

¹⁶Ratna Sari, D., Kartikasari, D., & Herya Ulfah, N. (2021). Impact of Effective Communication on the Quality of Excellent Service and Patient Satisfaction in the Outpatient Department. *KnE Life Sciences*. <https://doi.org/10.18502/kls.v0i0.8883>.

¹⁷Fardaniah Abdul Aziz, S., & Ahmad, S. (2011). Stimulating training motivation using the right training characteristic. *Industrial and Commercial Training*, 43(1), p.53–61. <https://doi.org/10.1108/00197851111098171>.

and knowledge in order to achieve certain expertise and abilities in order to succeed in carrying out their work.¹⁸

Training is an effort to transfer skills and knowledge to training participants in such a way that participants receive and carry out training when carrying out work. Based on research Ramadhany et al training is measured using training frequency and specific skills as indicators.. *Job training* also indicated by training needs, types of training, training time, training quantity and skill improvement. In this study, Job training is also indicated by training needs, types of training, training time, training quantity and skill improvement.¹⁹

a. The influence of job training on work experience.

Training is a systematic process of changing employee behavior to achieve organizational goals. Training is concerned with the skills and abilities of employees to perform their current jobs. Training helps employees to attain certain skills and abilities to be successful in performing their jobs.²⁰

b. The Influence of Job Training on Service Performance.

Training has a positive and significant impact on performance. Training and Development has a positive impact on employee performance in the department.²¹

Training has been shown to dramatically increase productivity and performance by providing employees with the skills they need to complete critical tasks. Effective training can also increase independence, providing employees with the knowledge to do their jobs without having to ask for help. Specifically, training develops skills, competencies, and abilities and ultimately improves employee performance and organizational productivity. Training programs are the stimulus workers need to improve their performance and abilities, which in turn improves organizational productivity.²²

3.2.2. Work Experience

Work experience is the accumulation of all the knowledge and work skills that a person has. In addition, work experience is considered to determine the continuation of a person's career.

¹⁸Mdhilose, D. (2020). An Evaluation of the Impact of Training and Development on Organisational Performance: A Case Study of the Gauteng Provincial Department of Economic Development. *Journal of Human Resource and Sustainability Studies*, 08(01), p.48–74. <https://doi.org/10.4236/jhrss.2020.81004>.

¹⁹Long, C. S., Kowang, T. O., Chin, T. A., & Hee, O. C. (2016). Improving organizational performance through training function: A review. *International Business Management*, 10(4), p.475–478. <https://doi.org/10.3923/ibm.2016.475.478>.

²⁰Mugford, R., Corey, S., & Bennell, C. (2013). Improving police training from a cognitive load perspective. *Policing*, 36(2), p.312–337. <https://doi.org/10.1108/13639511311329723>.

²¹Kang, Y.-P., & Na, K. (2020). The Effectiveness of Employee Training on Firm Performance: Evidence from Vietnam. *International Journal of Business and Social Science*, 11(2), p.13–24. <https://doi.org/10.30845/ijbss.v11n2a2>.

²²Kancharla, R., & Dadhich, A. (2021). Perceived ethics training and workplace behavior: the mediating role of perceived ethical culture. *European Journal of Training and Development*, 45(1), p.53–73. <https://doi.org/10.1108/EJTD-03-2020-0045>.

Work experience is considered valuable because of the possibility of a variety of jobs that employees have done and their length of service. Experienced employees have internalized beliefs, values, and job expectations that are unique to their jobs, which results in effective socialization. Experienced employees assess their weaknesses more realistically and surround themselves with people who can compensate for those weaknesses to enhance their abilities. So it can be concluded that work experience is the accumulation of all the work knowledge and skills that a person has.²³

Work experience consists of four dimensions: total work experience, company experience (months spent in the current organization), and previous industry/organizational experience. Based on research The Rev. Work experience is measured using indicators of length of service, mastery of knowledge and skills. In this study, work experience and ability have an effect on performance and to measure a person's work experience can be seen from (1) mastery of work; (2) work knowledge and skills (3) length of service (Xu et al., 2021). These three dimensions can be used as a measure to determine how much work experience a person has.²⁴

a. The Influence of Work Experience on Service Performance.

Work experience is a reflection of an individual's capacity to carry out various tasks in a job. According to Gunawan, the more substantial a person's work experience, the more promising the performance they produce. Work experience is a reflection of an individual's capacity to carry out various tasks in a job. According to Harjanti et al., the more substantial a person's work experience, the more promising the performance they produce. Work experience is an accumulation of all the knowledge and work skills that a person has so that it is considered to determine the continuation of a person's career. Work experience is considered valuable because of the possibility of various jobs that have been done by employees and the length of service.²⁵

Employees who have experience have known the various problems faced and how to overcome them so that they are considered to have better competence when compared to those who do not have work experience. This statement can be justified by the assumption

²³Mamangkey, T. J., Tumbel, A., & Uhing, Y. (2015). the Effect of Training , Experience and Work Environment of the Performance. *Pengaruh Pelatihan, Pengalaman Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Bangun Wenang Beverages Company Manado*, 3(1), p.737–747.

²⁴Wahyudi. (2018). *The Influence of Job Satisfaction and Work Experience on Lecturer Performance of Pamulang University. Management and Bussines*, 1(2).

²⁵Andresen, M., Lazarova, M., Apospori, E., Cotton, R., Bosak, J., Dickmann, M., Kaše, R., & Smale, A. (2022). Does international work experience pay off? The relationship between international work experience, employability and career success: A 30-country, multi-industry study. *Human Resource Management Journal*, 32(3), p.698–721. <https://doi.org/10.1111/1748-8583.12423>.

that they carry out their work according to their work abilities and carry out a learning process from time to time.²⁶

3.3. Education, Service Performance, Job Training, and Work Experience Variables

3.3.1. Education Variable

The education variable is built with indicators of education level and suitability of major. In order to reveal the respondents' responses regarding the education variable in this study, 2 (two) statements were used which were taken from the education indicator, namely:

Table 3.3.1 Results of Answers to the Education Variable Indicators

No	Indicator	Average	Criteria
1.	educational level	3.56	Tall
2.	suitability of major	3.41	Tall
	Average value	3.49	Tall

Source: Processed primary data, 2022

Based on Table 3.3.1, the responses on the education variable indicator from the calculation of the questionnaire answer results for the education variable indicator show a figure of 3.49, which is in the high category. This result shows that respondents represent the element of education as one of the important factors in their work. The highest indicator of the education variable is the education level indicator with a mean value of 3.56. This result shows that the level of education possessed will determine attitudes, attitudes, skills, and capabilities in working. The lowest indicator of the education variable is the suitability of the major with a mean value of 3.41 and is included in the high condition. This result shows that respondents realize that the suitability of the major to the job will be very helpful in carrying out existing tasks, but in reality in the field many respondents have educational backgrounds whose majors do not match the field of work in the Umrah travel agency.²⁷

3.3.2. Employee service performance variable

The employee service performance variable is built from attitude, attention, and action indicators. In order to reveal the respondents' responses regarding the employee service performance variable in this study, 3 (three) statements were used which were taken from the employee service performance indicators, namely:

Table 3.3.2 Results of Answers to the Employee Service Performance Variable Indicators

No	Indicator	Average	Criteria
1.	attitude,	3.46	Tall
2.	attention,	3.48	Tall

²⁶Decastri, M., Gagliarducci, F., Previtali, P., & Scarozza, D. (2015). *Understanding the Use of Smart Working in Public Administration: The Experience of the Presidency of the Council of Ministers*. <https://link.springer.com/journal/12257>.

²⁷Liu, N. C., & Lin, Y. T. (2019). High-performance work systems, management team flexibility, employee flexibility and service-oriented organizational citizenship behaviors. *International Journal of Human Resource Management*, 0(0), p.1–38. <https://doi.org/10.1080/09585192.2019.1651374>.

3.	action	3.54	Tall
	Average value	3.49	Tall

Source: Processed primary data, 2022

Based on Table 3.3.2, the responses to the variable employee service performance indicator from the calculation of the questionnaire results for the variable employee service performance indicator showed a figure of 3.49, which is in the high category. This result shows that the quality of service provided to consumers is in a high condition. The highest indicator of the variable employee service performance is action with a mean value of 3.54. This result shows that in the travel agency industry, the most needed is action in serving pilgrims starting from arranging tour groups in detail, arranging luggage, to accommodation. He is responsible for bringing and delivering groups of tourists to a place and also doubles as a tour guide. The lowest indicator of the variable employee service performance is attitude with a mean value of 3.46. This result shows that respondents realize that in serving consumers, they must have a good attitude, however, sometimes very high patience is needed in dealing with consumers.²⁸

3.3.3. Variable Job Training

Job training built by training needs indicators, types of training, training time, training quantity and skill improvement. In order to reveal respondents' responses regarding job training variables in this study, 5 (five) statements were used which were taken from the 5 (five) indicators, namely:

Table 3.3.3 Results of Answers to Job Training Variable Indicators

No	Indicator	Average	Criteria
1	training needs,	3.48	Tall
2	types of training,	3.54	Tall
3	training time,	3.4	Tall
4	training quantity	3.41	Tall
5	skill enhancement	3.22	Tall
	Average value	3.41	Tall

Source: Processed primary data, 2022

Based on Table 3.3.3, overall respondents perceived job training as high with a total average score of 3.41. Indicator *job training* The highest perceived by respondents with a score of 3.54 is the type of training. This means that respondents perceive that they receive the type of training that is appropriate to the skills needed in their work. These results indicate that services at the health center requires more technical skills, knowledge and patience. The heavy workload to meet the needs, handling problems will also drain the energy both

²⁸Cusumano, M. A., Kahl, S. j, & Suarez, F. F. (2008). Services, industry evolution, and the copetitive strategies of product firms. *Academy of Management Journal*, 51(2), p.315–334. <https://doi.org/10.1002/smj>.

physically and cognitively of nurses. The lowest indicator in the job training variable is skill improvement with a mean value of 3.22, this result is because even though the training carried out has been in accordance with the skills required in the job, it turns out that it takes time to adjust in its implementation.²⁹

3.3.4. Employee work experience variables

Employee work experience built by job mastery indicators; work knowledge and skills and work period. In order to reveal the respondents' responses regarding the employee work experience variable on all health workers at the Bawang Health Center, Batang Regency, in this study 3 (three) statements were used which were taken from the indicators, namely:

Table 3.3.4 Results of Answers to the Employee Work Experience Variable Indicators

No	Indicator	Average	Criteria
1	job mastery;	3.33	Tall
2	knowledge and work skills	3.47	Tall
3	years of service	3.4	Tall
	Average value	3.4	Tall

Source: Processed primary data, 2022

Based on Table 3.3.4, the response to the indicator variable employee work experience shows a figure of 3.40 which is in the high category. This result shows that work experience becomes a very important learning in understanding and overcoming obstacles that may arise in work so that they can respond to situations appropriately. The highest indicator in the employee work experience variable is the indicator of knowledge and work skills, with a mean value of 3.47. This result shows that respondents feel that their work experience enriches their knowledge and skills. The lowest indicator in the employee work experience variable is the indicator of job mastery with a mean value of 3.33, this result is because the work experience from previous jobs does not match the job description of the job currently being carried out.³⁰

4. Conclusion

Related to the job training variable, the lowest mean value is the skill improvement indicator and the highest is the training type indicator. This implies that the organization must increase vocational training so that it can be directly practiced in the job so that it can have a direct impact on improving HR skills. Then, the organization is expected to be able to maintain the type of training such as on the job training and role playing training approach which have proven effective in improving HR service performance. Related to the employee work experience variable, the lowest mean value is the job mastery indicator and the indicator with the highest mean value is the knowledge and work skills indicator. These results imply that in order to improve HR experience, the organization is expected to be able to improve HR job

²⁹Arifin, S., & Rachman Putra, A. (2020). *Employee Performance Development through Work Experience, Work Ethic, Compensation*. 22, p.39–45. <https://doi.org/10.9790/487X-2207023945>.

³⁰Hair, J. F. (1995). *Multi Variate Data Analysis*. Jakarta:Gramedia Pustaka Utama.

mastery by trying new things in completing the work. Creativity in work will add color to the work experience. The company must maintain work knowledge and skills by sharing knowledge among colleagues, so that each can remind and complement each other. Related to the employee service performance variable, the lowest mean value is the attitude indicator and the indicator with the highest mean value is the action indicator. These results imply that the organization must really emphasize attitude in customer service. Attitude is an attitude of serving users by prioritizing politeness and manners that are manifested through body language, facial expressions and speech that can be manifested by smiling, greeting and greeting to ask and listen to consumer needs or complaints. Then the company must also maintain the quality of service by carrying out all services offered by the bureau wholeheartedly. Related to education, the lowest mean value is an indicator of the suitability of the major and the indicator with the highest mean value is an indicator of the level of education. So that the organization must really ensure the suitability of the educational background with the competencies needed by the field of work that will be undertaken by HR. Then, the organization must really pay attention to the suitability of the major and knowledge of HR in the placement of personnel so that it can improve the quality and quantity of service to consumers.

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