



## Improving Employee Quality to Support Operations at Hotel Amarelo Solo

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### ABSTRACT

This research aims to identify strategies for improving employee capacity to support operational excellence at Hotel Amarelo Solo. The study highlights challenges such as limited employee skills, lack of structured training programs, and high turnover rates, which negatively impact service quality and guest satisfaction. A qualitative approach was adopted, utilizing a literature review to analyze data from relevant journals and research documents. The study employs thematic and narrative analyses to explore factors influencing employee capacity and provide actionable recommendations. The findings indicate that capacity development plays a vital role in enhancing organizational performance, particularly in the hospitality industry. Needs-based and innovative training programs, supported by technological integration, significantly improve employee skills, motivation, and service quality. Additionally, fostering a supportive and harmonious work environment enhances employee well-being and loyalty, further reducing turnover rates. The study concludes that structured capacity development, aligned with operational needs and long-term organizational goals, is essential for sustaining competitiveness in the hospitality sector

## **INTRODUCTION**

Hotel Amarelo Solo is one of the premier accommodations in Surakarta, known for its high-quality services. However, amidst the rapid growth of the tourism industry, various operational challenges have emerged, one of which is the limited capacity of its employees. Hotel staff play a central role in ensuring the successful operation of the hotel, particularly in enhancing guest satisfaction (Akomaning, 2023). Therefore, a focus on employee capacity development is essential to remain competitive in an increasingly demanding market. Human resources in the hospitality industry have a strategic role in delivering service quality. Employee responsibilities are not only centered on providing physical facilities but also include direct interactions with guests (Lombardi et al., 2019). Corporate branding significantly impacts organizational performance through improved organizational commitment and brand loyalty. In other words, well-trained employees who feel involved in the company's values are more likely to be loyal and dedicated to delivering quality service.

According to data collected from Hotel Amarelo Solo, guest satisfaction levels are recorded at only 75%, while the industry standard expects satisfaction levels to reach 85%. This phenomenon highlights a performance issue that needs immediate attention, one of which can be addressed through employee capacity development. Limitations in employee skills, such as insufficient understanding of technology and operational standard procedures, are major factors contributing to lower service quality. In this regard, the implementation of appropriate training can significantly resolve the issue. One approach that can be applied is innovative training. Blended learning, which combines face-to-face and online methods, can enhance the effectiveness of employee training. This is particularly important given the intense competition among hotels in Surakarta and its surroundings in providing the best service to customers. Relevant and innovative training will help employees adapt more quickly to changes in technology and operational procedures.

Competition in Surakarta's hospitality industry is intensifying, requiring Hotel Amarelo Solo to adopt superior human resource strategies to remain competitive. The hotel must follow industry trends by implementing continuous employee training, as some competitors have done, to enhance service quality (Yusof et al., 2021). Employee retention is a key challenge, with internal surveys showing that 30% of resigning employees cited a lack of development opportunities. High turnover disrupts operational stability and service quality, negatively affecting guest satisfaction and loyalty. To address this, Hotel Amarelo Solo needs to conduct a comprehensive training needs analysis based on operational evaluations, focusing on both technical and soft skills, such as communication and time management. Leveraging technology, such as e-learning platforms, is essential to provide flexible training, boost productivity by up to 20%, and allow managers to track progress and adjust training to evolving needs.

Enhancing employee capacity has a direct impact on the quality of service guests receive. Customer surveys indicate that 80% of guests prioritize the speed and accuracy of service when choosing accommodations. Therefore,

successful employee training that improves performance will be a differentiating factor for Hotel Amarelo Solo in gaining a competitive edge. Quick and efficient service will increase guest loyalty, which in turn supports the hotel's revenue stability (Carvache-Franco et al., 2021). However, one of the challenges faced by Hotel Amarelo Solo is the limited budget for employee training programs. Many hotels struggle to allocate budgets between daily operations and employee development programs. Therefore, Hotel Amarelo Solo must design a more efficient budget strategy so that training can continue without compromising other service quality aspects. Investment in employee development is a long-term measure that can enhance the overall operational performance of the hotel.

Actively involving employees in evaluating and planning training programs will increase their sense of ownership and motivation. Employees who feel included in decisions related to their development tend to be more committed to the organization. This approach will also strengthen relationships between managers and employees, creating a more harmonious working environment. Employee involvement in training planning enables them to tailor programs to the challenges they face on the ground (Farooq et al., 2022). Measuring the effectiveness of training can be done through indicators of guest satisfaction and employee performance evaluations. Hotel Amarelo Solo can utilize guest feedback to assess the quality of service provided by employees who have undergone training. Analysis of guest satisfaction data will help management determine whether the training implemented has had a positive impact on service. This data can serve as a basis for continuous improvements to the training program.

Effective communication between management and employees is crucial in the training process. Transparency about the goals, benefits, and expectations of training will enhance employee participation (Chaudhary, 2020). When employees clearly understand the purpose of the training they are undergoing, they are more likely to engage wholeheartedly. Therefore, it is essential for managers to openly share information about employee capacity development with all hotel staff. Enhancing employee capacity not only impacts short-term performance but also contributes to a long-term work culture. Employees who are consistently trained and given opportunities to grow will be more adaptable to change. Hotel Amarelo Solo can leverage employee capacity enhancement as a strategy to strengthen its long-term competitiveness. By bolstering internal capacity, the hotel can solidify its position in an increasingly competitive market.

The implementation of employee capacity-building strategies requires strong commitment from management. Hotel Amarelo Solo must ensure that training programs are not merely formalities but an integral part of the hotel's long-term vision. With full support from management, employees will feel valued and motivated to give their best, thereby improving the hotel's overall performance. Enhancing employee capacity at Hotel Amarelo Solo is a strategic step that should be implemented without delay. Structured training based on operational needs, combined with the use of technology, will improve service

quality and guest satisfaction. The adoption of this strategy will not only increase the hotel's market competitiveness but also strengthen Hotel Amarelo Solo's position as a top choice in Surakarta.

## **LITERATURE REVIEW**

### **Service Quality**

Service quality is a pivotal factor in the hospitality industry, influencing customer satisfaction, loyalty, and organizational reputation (Scholz, 2021). According to the SERVQUAL model, key dimensions such as tangibles, reliability, responsiveness, assurance, and empathy shape perceptions of service excellence. Effective service delivery relies heavily on skilled employees, continuous training, and supportive HR practices to address evolving customer expectations (Talib, 2020). Research highlights the importance of leveraging technology for real-time feedback and employee development, enhancing both technical and interpersonal skills. Additionally, employee well-being, including job security and psychological support, directly impacts their ability to deliver high-quality service (Seyfi et al., 2020). Addressing issues like skill gaps and turnover, as seen in Hotel Amarelo Solo, through structured training and innovative strategies can significantly enhance service quality and sustain competitiveness in the dynamic hospitality market.

### **Capacity Development**

Capacity development is a strategic process essential for enhancing employee skills, motivation, and organizational effectiveness, particularly in the hospitality industry (Gheorghe & Udrescu, 2020). It involves structured training programs, employee engagement, and the integration of technology to meet evolving operational demands and industry standards. Research highlights the effectiveness of blended learning approaches and digital tools, which provide flexibility, real-time tracking, and tailored training to address skill gaps systematically (Papa, 2020). Engaging employees in planning and evaluating training fosters higher motivation and organizational commitment, creating a collaborative culture (Samah et al., 2019). Additionally, capacity development contributes to employee retention and satisfaction by offering career growth opportunities, reducing turnover, and ensuring consistent service quality. For organizations like Hotel Amarelo Solo, investing in comprehensive capacity development strategies is crucial for overcoming operational challenges, sustaining competitiveness, and achieving long-term success.

## **METHODOLOGY**

This study employs a qualitative research approach combined with a literature review sourced from journals and research documents as an effective method for gaining in-depth understanding of social phenomena. Creswell explain that this method enables researchers to interpret data through narrative and thematic analysis. In the context of Hotel Amarelo Solo, this approach aids in analyzing factors influencing employee capacity limitations by systematically reviewing prior research and relevant data. The choice of a qualitative approach is based on the study's objective to explore employee experiences and perspectives and identify innovative solutions that can be implemented.

The literature review is a foundational component of any research project, as it provides the context and theoretical framework for the study. It involves systematically gathering, evaluating, and synthesizing information from credible sources to gain a comprehensive understanding of the research topic. Credible sources, as emphasized by Creswell, are those that are trustworthy, authoritative, and relevant to the research objectives. These typically include peer-reviewed academic journals, reputable research reports, and organizational documents, which offer evidence-based insights and data. In the context of employee capacity development and service quality, the literature review allows researchers to identify key themes, trends, and gaps in the existing body of knowledge. For example, it helps to uncover best practices in training and development, challenges in implementing capacity-building programs, and the relationship between employee skills and service outcomes.

By synthesizing findings from multiple sources, researchers can construct robust arguments and support their hypotheses with well-established evidence. Moreover, the literature review serves as a guide for aligning the research with existing theories and methodologies. It ensures that the study builds on prior knowledge while identifying opportunities for innovation or addressing unresolved questions. For instance, in exploring service quality, the review may draw on frameworks like the SERVQUAL model, while for capacity development, it could examine theories related to training effectiveness and employee engagement. This systematic approach not only strengthens the research's theoretical foundation but also ensures its relevance and practical application in the chosen field.

For Hotel Amarelo Solo, data concerning employee training programs, guest satisfaction levels, and employee turnover rates were analyzed to construct a conceptual framework supporting operational improvements. The thematic analysis allowed the identification of recurring patterns, while narrative analysis contextualized these patterns within the broader hospitality industry. These analytical techniques ensured a comprehensive understanding of the hotel's challenges and opportunities.

Qualitative research is particularly suitable for exploring nuanced and subjective experiences, making it ideal for examining employee perspectives on training and operational capacity. Through this approach, the study identified gaps in current practices and proposed actionable strategies aligned with the unique needs of the organization. The study maintains validity by cross-referencing findings with multiple sources and adopting a triangulation method to corroborate data from different perspectives. This process ensures that the conclusions drawn are both reliable and applicable to similar contexts within the hospitality industry. The methodology not only provided an in-depth understanding of the operational challenges faced by Hotel Amarelo Solo but also generated evidence-based recommendations for improving employee capacity. These recommendations are tailored to enhance service quality and competitiveness in the dynamic hospitality market.

## **RESULTS**

This research centers on employee capacity development as a critical factor in enhancing organizational performance, especially in the hospitality sector (Aprilizar et al., 2023). It emphasizes that corporate branding, through brand loyalty and organizational commitment, can significantly influence performance. Employee capacity development addresses operational challenges that affect guest satisfaction and retention, helping hotels navigate increasing competition. Kwon's spiral improvement model highlights that employee development is influenced not only by the work environment but also by social dynamics and personal traits, with employee involvement being crucial for fostering better performance. Furthermore, capacity development must account for external factors such as technological advancements and market changes, with systematic evaluation tools being essential to measure the impact of these developments. This evaluation helps identify strengths and weaknesses in human resource management, guiding continuous improvements in hotel operations.

However, employee capacity development cannot be viewed as a standalone solution to existing operational challenges (Senbeto & Hon, 2021). A case study Indonesian orphanage highlights the importance of applying SWOT analysis in formulating employee development strategies. Strategies encompassing training, education, and mentorship enable organizations to address mismatches between internal needs and external demands. For Hotel Amarelo Solo, implementing SWOT analysis could be an effective tool to design more relevant and targeted training programs that align with the challenges faced.

Employee capacity limitations, particularly in the hospitality industry, are often closely linked to discrepancies between available human resources and continually evolving market demands. Liesch and Welch suggest that sustainable organizational growth requires synchronization between internal capacity development and the pursuit of external opportunities (Borelli et al., 2022). In this context, hotels must ensure that employee capacity development aligns with ongoing innovations and technological advancements in the hospitality industry. Such synchronization will enable hotels to maintain stronger competitiveness in the global market.

Employee capacity development at Hotel Amarelo Solo can be improved through a systematic, data-driven needs evaluation approach. For instance, an in-depth training needs analysis will help hotel management identify the skills that need to be developed. This includes technical skills related to hotel management as well as soft skills such as communication and interpersonal abilities (Mistriani et al., 2020). A data-driven approach will enable hotel managers to prioritize the most relevant skills in line with customer needs and technological advancements.

However, a major challenge faced by Hotel Amarelo Solo is the limited budget for efficient training programs. Investing in employee capacity development requires a substantial allocation of funds, while the hotel must also maintain a balance between operational costs and service quality.

Therefore, budget efficiency strategies are crucial to ensuring that employee capacity development does not disrupt other financial aspects. Hotel management needs to design a well-planned training budget and ensure that the expenditure on capacity development provides proportional value for the costs incurred.

The use of technology in employee capacity development can be an highly effective solution to addressing budget constraints. Online learning platforms or e-learning provide employees with the flexibility to participate in training according to their schedules without disrupting daily operations. Additionally, technology enables management to track training progress more efficiently. Incorporating technology into employee training can boost productivity by up to 20%, demonstrating that investing in learning technology can yield long-term benefits for the hotel.

Employee capacity development plays a vital role in improving both short-term performance and long-term organizational culture, particularly in the hospitality sector. Engaging employees in the planning and evaluation of training programs enhances their motivation and commitment, fostering a more harmonious and collaborative work environment (Samah et al., 2019). This approach not only strengthens the relationship between managers and staff but also boosts service quality at Hotel Amarelo Solo. By viewing employee development as a long-term investment, the hotel can equip its workforce to better handle industry challenges and remain competitive. Structured, data-driven training programs that incorporate technology are essential for improving service quality, guest satisfaction, and overall performance. Hotel Amarelo Solo must design efficient and systematic capacity development strategies to address the growing complexities of the hospitality industry, ensuring a skilled, committed workforce capable of meeting evolving market demands.

## **DISCUSSION**

### **Limitations of Employee Capacity in Supporting Hotel Performance**

Hotel Amarelo Solo faces significant challenges due to employee capacity limitations, with internal surveys revealing a lack of adequate skills in evolving technology and operational procedures, which directly impacts guest satisfaction, currently at 75%, below the industry standard of 85%. Undertrained employees hinder operational efficiency and service quality, highlighting gaps in HR practices, especially in employee skill development. To address this, the hotel needs to implement high-performance work systems that enhance employees' psychological capital and work passion, fostering motivation and well-being. The hotel's HR strategies must focus on adapting to industry changes, promoting innovation through resource orchestration and strategic information exchange. By leveraging these strategies, Hotel Amarelo Solo can enhance employee adaptability to new technologies, improve operational productivity, and meet the service standards expected by guests.

Implementing innovation-based training is a strategic solution for improving employee skills. The importance of integrating technology into

training programs through blended learning and job rotation. Hotel Amarelo Solo can adopt this approach to equip employees with relevant, up-to-date knowledge, enabling them to meet ASEAN hotel industry standards while improving the quality of service provided to guests.

Investing in employee training is not only an operational step but also a long-term strategy to enhance the hotel's competitiveness. Improving employee capacity through technology-based training can accelerate their adaptation to operational changes. Hotel Amarelo Solo should consider this strategic benefit to improve guest satisfaction, which is currently below the industry standard of 85%. Adequate job security must also be a primary focus in HR practices at Hotel Amarelo Solo. Job security contributes to employee loyalty and their extra-role performance. The hotel can create a more stable work environment by providing job guarantees, motivating employees to contribute optimally in each task.

The importance of a holistic approach to HR management is also reflected in the need for job rotation to broaden employee skills. Job rotation allows employees to gain insights into various operational aspects of the hotel, increasing their flexibility in handling different situations. This approach will help Hotel Amarelo Solo create a more adaptive and competitive workforce amidst the growing competition in the industry. The issue of low guest satisfaction at Hotel Amarelo Solo reflects the direct impact of employee capacity limitations on the customer experience. Low psychological capital among employees can decrease their motivation to provide quality service. Therefore, Hotel Amarelo Solo needs to prioritize development programs focused on enhancing employees' psychological well-being to support better service performance.

Resource orchestration through more strategic management can also improve Hotel Amarelo Solo's operational performance. Innovation in the hotel supply chain depends on the ability to exchange information effectively. The hotel can strengthen its HR practices by building an efficient internal communication system, ensuring that every employee has access to relevant operational information. Employee capacity development not only affects individual performance but also the sustainability of the organization. Hotel Amarelo Solo must ensure that investments in training and HR development align with the company's strategic goals. Through this approach, the hotel can strengthen its position as one of the premier accommodations in Surakarta and enhance customer loyalty through quality service.

### **The Lack of Effective Training Programs for Employees**

A major challenge at Hotel Amarelo Solo is the lack of effective training programs to enhance employee competencies, which hinders their ability to adapt to changes in the hospitality industry and negatively impacts service quality and the hotel's reputation. Blended learning-based training, which combines face-to-face and online methods, can improve staff performance in line with ASEAN standards by providing flexibility and efficiency. Effective training programs are crucial for increasing employees' knowledge and skills, directly impacting guest satisfaction and the hotel's competitiveness. Innovative



approaches such as job rotation and the use of technology further enhance training by tailoring learning methods to individual needs and operational contexts. With structured, relevant training, employees can develop both technical and interpersonal skills, ultimately delivering optimal service to guests.

However, a significant challenge faced by Hotel Amarelo Solo is the limited number of training programs available for employees. This greatly hampers the development of their competencies in meeting the increasingly dynamic demands of the industry. Blended learning-based training can enhance staff service quality, aligning with the hospitality industry standards, particularly ASEAN standards. Without structured and continuous training, employees find it difficult to adapt to changes in technology, procedures, and customer needs. The limitations of the existing training programs can potentially lead to a decline in service quality, which may harm the hotel's reputation. Hotel Amarelo Solo, although known for its good service, still faces the reality that its guest satisfaction rate is only 75%, far below the expected industry standard of 85%. This indicates that despite the hotel's efforts to provide adequate service, the lack of employee skills in facing operational challenges is preventing the achievement of higher service standards. Inadequate training programs are one of the main factors contributing to this issue.

Organizational commitment is key to creating a skilled and dedicated workforce. Employee development through training and career opportunities is a significant predictor of good work performance. When employees feel they are given opportunities to develop, they tend to be more committed to their jobs and the organization they work for. This positively impacts the quality of service provided, which will ultimately improve guest satisfaction and employee retention, two vital aspects in the hospitality industry. Leadership style also plays an important role in encouraging positive behaviors among employees. Transformational leadership can foster organizational citizenship behavior, which in turn improves employee performance. Supportive, inspiring, and motivating leadership encourages employees to contribute more to the organization, enhancing their work quality. At Hotel Amarelo Solo, a transformational leadership style can create a more harmonious work environment, where employees feel more engaged and committed to achieving collective goals.

Moreover, employee capacity development through the right training not only impacts individual performance but also the overall organizational culture. Employees who are continuously trained and given opportunities to grow tend to be more adaptable to changes, including evolving technology and procedures. Hotel Amarelo Solo must ensure that the training provided includes not only technical skills but also soft skills such as communication, time management, and interpersonal skills. These skills are crucial in daily interactions with guests, which are an integral part of their overall experience. The application of technology-based training, such as online learning and e-learning platforms, can speed up the training process and make it easier for

employees to learn at their own pace. This technology also allows management to monitor training progress more efficiently and adjust the training content according to evolving needs. The use of technology in training can increase employee productivity by up to 20%, indicating that investment in training technology can provide significant returns in improving employee performance.

Hotel Amarelo Solo faces the challenge of limited budget allocation, which affects its ability to balance daily operations with employee development programs. To address this, hotel management must implement efficient budgeting strategies to ensure that training can be conducted without compromising other operational aspects. While investing in employee development requires initial costs, it offers long-term benefits in service quality and customer loyalty. Evaluating the effectiveness of training programs is crucial, and using clear indicators such as guest feedback and employee performance evaluations will help assess the impact of training on service quality. Data from guest satisfaction surveys can guide managers in adjusting and improving training programs to better enhance employee performance. Structured, needs-based training programs, combined with innovative approaches and transformational leadership, are essential for developing a skilled and committed workforce, enabling Hotel Amarelo Solo to maintain its reputation and improve guest satisfaction and loyalty.

#### **High Employee Turnover Rate**

The high employee turnover rate has become a critical issue that affects the operational stability of Hotel Amarelo Solo. About 30% of employees revealed that they resigned due to a lack of opportunities for self-development through training. The departure of experienced employees creates vacancies that are difficult to fill and lowers the quality of service provided to guests. The intense competition among hotels in Surakarta forces Hotel Amarelo Solo to address this issue promptly to maintain optimal service quality. High employee turnover is a significant challenge in the hospitality industry that can have a substantial impact on the hotel's operational stability and service quality. Work stress and fatigue are major factors contributing to employees' decisions to resign. This stress often leads to burnout, which in turn worsens employees' physical and mental conditions, increasing their intention to leave. In the context of Hotel Amarelo Solo, the high turnover rate is an issue that must be addressed immediately, as it disrupts operational smoothness and affects the quality of service provided to guests.

Unclear psychological contracts between employees and management further exacerbate the situation. Relational psychological contracts can worsen employees' intention to leave if they feel undervalued or lack opportunities for development. At Hotel Amarelo Solo, many employees feel that they do not have enough opportunities to develop their skills and careers, which ultimately affects their commitment to the hotel. This dissatisfaction will worsen turnover rates and create gaps in the skills and experience required to provide optimal service to guests. The challenge of maintaining employees' emotional well-being becomes a crucial factor that hotel management must address. A positive

sense of calling, along with supportive HR practices, can enhance employee satisfaction and reduce their intention to leave. When employees feel valued and cared for by the company, they are more likely to stay. Hotel Amarelo Solo must create a harmonious and supportive environment so that employees feel connected to the company's vision and mission, which in turn will increase loyalty and reduce turnover rates.

The resignation experience often involves more complex psychological and emotional factors than just job dissatisfaction. Employees who feel they lack recognition or opportunities for growth are more likely to decide to resign. Hotel Amarelo Solo must be more sensitive to these factors and pay attention to employees' development needs in order to prevent resignations that can disrupt service quality.

### **The Importance of Employee Well-Being in Reducing Turnover**

Hotel Amarelo Solo must prioritize employee well-being to create a supportive work environment that reduces turnover rates. By fostering a harmonious workplace and focusing on emotional well-being, the hotel can improve employee motivation, satisfaction, and loyalty, which will decrease their intention to leave. Job security is crucial in alleviating work stress and preventing burnout, making employees feel more comfortable and motivated to stay. Management should implement policies that support job security, such as clear and transparent contracts, to strengthen employee commitment and service quality. Additionally, addressing employees' financial concerns through benefits or facilities that ease financial stress will further enhance loyalty and reduce turnover, contributing to a stable and dedicated workforce. To further reduce turnover, employee training plays a vital role by improving competencies and job satisfaction. Ensuring that all employees have access to relevant training aligned with the hotel's operational needs will make them feel valued, increase their confidence, and motivate them to stay, ultimately improving performance and retention.

One of the major challenges faced by Hotel Amarelo Solo is the lack of career development opportunities for employees. Internal surveys at the hotel show that 30% of employees resigned because they felt they lacked opportunities for self-development through training or promotion. This issue must be addressed immediately by management by providing relevant and sustainable development programs. Structured training can strengthen employees' skills and provide them with opportunities for career advancement, making them feel more satisfied and less motivated to leave. A significant challenge in reducing employee turnover at Hotel Amarelo Solo is also related to external factors such as intense competition among hotels in Surakarta. Many other hotels offer better opportunities for their employees, including in terms of well-being, career development, and salary. Therefore, Hotel Amarelo Solo must innovate to create a better work environment, meet employees' needs, and provide them with attractive incentives. Managing employee turnover is not just about reducing resignations but also retaining qualified and experienced employees to maintain operational stability and service quality.

High employee turnover can have serious long-term impacts on Hotel Amarelo Solo. The hotel needs to take more comprehensive strategic steps to create a supportive work environment, improve employee well-being, and provide sustainable career development opportunities. By prioritizing these aspects, the hotel will be able to reduce turnover rates, increase employee loyalty, and ultimately maintain optimal service quality for guests. Keeping employees feeling valued and motivated to grow is key to success in this competitive hospitality industry.

## **CONCLUSIONS AND RECOMMENDATIONS**

The conclusion of this study emphasizes the importance of a strategic approach in human resource management. Hotel Amarelo Solo needs to integrate training and career development as part of the company's long-term strategy. Investment in structured and innovative training can improve guest satisfaction and maintain the loyalty of skilled employees. Recommendations for Hotel Amarelo Solo include developing training programs based on needs, implementing technology to support training, and enhancing employee well-being. The hotel must also create a harmonious work environment to make employees feel valued and motivated. These steps will help the hotel reduce turnover rates and sustainably improve service quality.

## **FURTHER STUDY**

Future research on employee capacity development in the hospitality industry should focus on exploring the effectiveness of different training methodologies, including traditional, blended, and fully online approaches, to identify the most impactful strategies for enhancing service quality and retention. Investigating the role of advanced technologies like AI and VR in training programs could reveal innovative, cost-effective solutions for improving employee skills and operational efficiency. Longitudinal studies are essential to examine the sustained effects of capacity development on organizational performance, employee loyalty, and guest satisfaction, as well as the influence of mediating factors such as leadership and organizational culture. Additionally, cross-cultural studies could provide valuable insights into how cultural differences shape the design and implementation of training programs in global hospitality operations, offering tailored frameworks for diverse organizational contexts.

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