



Human Resource Development Strategies for Enhancing Employee Performance and Discipline: A Qualitative study

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ABSTRACT

The primary purpose of this research is to comprehensively investigate and understand how human resource development strategies can effectively enhance employee performance and organizational discipline in contemporary business environments, addressing the critical challenges posed by rapid technological changes, diverse workforce demographics, and evolving workplace expectations. Conducted through a qualitative narrative study at PT. Kayu Lapis Semarang from August to October 2024, the research employs a rigorous methodology of in-depth, semi-structured interviews with senior managers across various departments, utilizing purposive sampling and narrative analysis to uncover the intricate dynamics of human resource management. The study's originality emerges from its holistic approach, revealing a transformative model of human resource development that transcends conventional management paradigms by identifying four critical dimensions: integrated performance management, innovative discipline mechanisms, strategic learning initiatives, and transformational leadership. By providing actionable insights that challenge existing theoretical frameworks, the research offers a sophisticated model for developing more responsive, human-centric workforce management strategies that intrinsically motivate employees, align individual potential with organizational objectives, and drive comprehensive organizational effectiveness

INTRODUCTION

In the rapidly evolving global business ecosystem, organizations are confronting unprecedented challenges in managing human resources effectively. The traditional paradigms of employee management have been fundamentally disrupted by technological advancements, generational workforce shifts, and increasingly complex organizational dynamics (Agarwal, 2021). Modern enterprises now recognize that human capital is not merely a resource to be managed, but a strategic asset that determines competitive advantage. This transformative understanding demands a more nuanced, holistic approach to human resource development that goes beyond conventional performance metrics and disciplinary frameworks, focusing instead on creating an ecosystem that nurtures individual potential while aligning personal aspirations with organizational objectives.

The intricate relationship between employee performance and organizational discipline represents a critical nexus that directly impacts an organization's operational effectiveness and strategic resilience (Ahmed, 2020). Contemporary research suggests that performance is no longer about mere quantitative output, but a complex interplay of individual motivation, organizational culture, skill development, and psychological engagement. Discipline, similarly, has evolved from a punitive concept to a proactive mechanism of self-regulation and organizational commitment. This paradigm shift necessitates a deeper understanding of the underlying psychological, social, and structural factors that influence employee behavior and organizational performance (Octafian, 2020). Theoretical perspectives such as the Resource-Based View, Organizational Learning Theory, and Social Exchange Theory provide critical lenses through which these complex interactions can be comprehensively analyzed and understood.

Human resource development strategies have become increasingly critical in addressing the multifaceted challenges of the modern workplace (Wijoyo et al., 2023). Organizations are recognizing that traditional top-down management approaches are increasingly obsolete in an era characterized by rapid technological change, diverse workforce demographics, and heightened expectations for meaningful work experiences (Barber, 2019). The most successful organizations are those that can create adaptive learning environments, foster continuous skill development, and build organizational cultures that intrinsically motivate employees. This requires a strategic approach that views human resource development not as a discrete function, but as an integrated, dynamic process that continuously responds to changing organizational needs, individual aspirations, and external environmental pressures.

The research aims to explore these complex dynamics through a rigorous qualitative narrative study that goes beyond surface-level observations. By employing in-depth interviews, focus group discussions, and comprehensive document analysis, the study seeks to capture the nuanced experiences, perceptions, and lived realities of organizational members. The methodological approach is designed to provide rich, contextually grounded insights into how

human resource development strategies can be effectively designed and implemented to enhance both individual performance and organizational discipline. This approach acknowledges the inherent complexity of human behavior and organizational systems, recognizing that meaningful insights emerge from understanding the intricate narratives and contextual factors that shape workplace interactions and outcomes.

The potential implications of this research extend far beyond academic discourse, offering actionable insights for organizational leaders, HR professionals, and policymakers. By illuminating the complex mechanisms through which human resource development strategies influence employee performance and discipline, the study aims to contribute both theoretical knowledge and practical frameworks that can guide organizational transformation. In an era where human capital represents the most significant competitive differentiator, understanding how to effectively develop, motivate, and align individual potential with organizational goals becomes not just an academic exercise, but a critical strategic imperative. The research thus stands at the intersection of organizational psychology, strategic management, and human resource development, promising to offer valuable perspectives on creating more adaptive, resilient, and human-centric organizational ecosystems.

In the context of rapidly evolving organizational landscapes, this research seeks to address a critical challenge: understanding how human resource development strategies can effectively enhance employee performance and organizational discipline, specifically exploring the key factors that contribute to successful HR initiatives, examining the mediating role of organizational culture and leadership approaches, identifying innovative strategies for creating adaptive HR development frameworks, and investigating employees' perceptions of how these strategies impact their individual performance and organizational commitment. The fundamental research question driving this inquiry is: How do human resource development strategies influence employee performance and organizational discipline in contemporary organizational contexts? By delving into the complex interplay between theoretical understanding and practical implementation, the study aims to bridge the existing gap in current HR management approaches, unraveling the nuanced mechanisms that enable organizations to develop comprehensive, responsive strategies that align individual potential with organizational objectives, ultimately addressing the persistent challenges of workforce management in an increasingly complex and dynamic business environment.

LITERATURE REVIEW

Employee Performance: Theoretical and Empirical Perspectives

Employee performance represents a critical cornerstone of organizational effectiveness, encompassing a complex interplay of individual capabilities, motivational factors, and organizational support systems (Ahbabi, 2019). Contemporary research defines performance as a multidimensional construct that extends beyond traditional output metrics to include behavioral and contextual dimensions (N. Ahmad, 2021). Scholars have developed

comprehensive performance models that identify multiple performance dimensions, including task-specific skills, declarative knowledge, and motivational characteristics. Recent studies emphasize the dynamic nature of performance in modern organizations, highlighting the need for adaptive performance approaches that can respond to rapidly changing workplace environments (Ahmed, 2020). The evolution of performance management has been marked by a shift from static, annual evaluation processes to more continuous, developmental approaches. Researchers argue that effective performance management requires a holistic approach that integrates individual goal setting, continuous feedback, and personalized development strategies (Al-Swidi, 2021). Empirical evidence suggests that high-performance work systems are characterized by integrated practices that align individual capabilities with organizational objectives, including comprehensive training programs, performance-driven compensation systems, and robust feedback mechanisms (Shahane & Fernandes, 2021). Moreover, contextual factors such as organizational culture, leadership styles, and individual psychological attributes play crucial roles in determining employee performance.

Work Discipline: Conceptual and Organizational Dimensions

Organizational discipline has transformed from a punitive, control-oriented concept to a more nuanced understanding of employee commitment and self-regulation (Andrianto et al., 2023). Theoretical perspectives propose that organizational discipline is fundamentally rooted in procedural justice and organizational identification, suggesting that employees are more likely to demonstrate disciplined behavior when they perceive fairness and feel a sense of belonging (Ernayani et al., 2022). Previous research highlights the shift from traditional top-down disciplinary approaches to more collaborative, supportive mechanisms that emphasize intrinsic motivation and organizational citizenship. The contemporary research understanding of work discipline extends beyond mere compliance, encompassing proactive engagement, organizational values alignment, and self-driven professional conduct (Lurni & Palupiningtyas, 2024). Scholars have developed influential models of organizational commitment that explain how employees internalize organizational norms and develop psychological attachments. Empirical studies demonstrate that effective discipline strategies are closely linked to factors such as clear communication, consistent leadership, transparent performance expectations, and meaningful organizational support (Sari & Wijoyo, 2024). Research and subsequent studies highlight the complex interplay between organizational justice, employee motivation, and disciplinary effectiveness, emphasizing the need for holistic approaches that balance organizational requirements with individual employee needs.

Human Resource Development: Strategic Approaches and Emerging Trends

Human Resource Development (HRD) has emerged as a critical strategic function that goes beyond traditional personnel management to become a key driver of organizational competitiveness (Aboramadan, 2020). Previous studies comprehensive framework conceptualizes HRD as an integrated process of individual and organizational learning that aims to improve performance and facilitate growth (Shirmohammadi, 2022). Contemporary research emphasizes

the need for personalized, adaptive HRD strategies that can respond to rapidly changing technological and organizational landscapes. The strategic importance of HRD is underscored by its potential to create sustainable competitive advantage through human capital development (Bailey, 2019). Theoretical perspectives such as the Resource-Based View position human resources as a unique, inimitable organizational asset that can differentiate organizations in competitive markets. Empirical studies highlight the transformative potential of technology-integrated HRD approaches, suggesting that effective human resource development requires continuous learning, technological adaptation, and alignment of individual capabilities with organizational strategic objectives (S. Ahmad, 2021). Recent research emphasizes the importance of creating learning organizations that can rapidly respond to external challenges, develop employee potential, and maintain organizational agility.

METHODOLOGY

This qualitative research employs a narrative study approach conducted at PT. Kayu Lapis Semarang, with a focused research period from August to October 2024. The research site was strategically selected based on the company's significant presence in the wood processing manufacturing sector and its complex organizational structure. PT. Kayu Lapis Semarang represents an ideal research context for exploring human resource development strategies, offering rich insights into the intricate dynamics of employee performance and organizational discipline. The three-month research timeline allows for an in-depth, comprehensive investigation, providing sufficient opportunity to collect rich narrative data, conduct multiple interview rounds, and perform iterative analysis that captures the nuanced experiences and perspectives of organizational managers.

The primary data collection method centers on conducting in-depth, semi-structured interviews with managers from various departments within PT. Kayu Lapis Semarang. Utilizing a purposive sampling technique, the research will target key informants with specific inclusion criteria: senior managers with a minimum of five years of experience in the company, demonstrated expertise in human resource management, and strategic roles in organizational decision-making. The interview process is designed to be comprehensive and flexible, with each interview session planned to last between 60 to 90 minutes. A carefully developed interview guide will provide a structured framework while allowing for spontaneous exploration of emerging themes and in-depth narrative generation. Audio recordings will be made with explicit participant consent, supplemented by detailed field notes to capture contextual nuances, non-verbal communications, and additional insights that may not be evident in verbal responses alone. The interview approach aims to elicit rich, detailed narratives that provide deep insights into the company's human resource development strategies, organizational challenges, and the complex interplay between performance management and workplace discipline.

Data analysis will follow a rigorous qualitative narrative analysis approach, beginning with verbatim transcription of interview recordings and proceeding

through systematic thematic coding to identify and extract significant patterns, themes, and insights. The analytical process will employ multiple validation strategies to ensure research rigor, including methodological triangulation that involves cross-referencing interview data with organizational documents, indirect observations, and contextual information. Member checking will be implemented as an additional validation technique, where preliminary research findings will be shared with participants to confirm the accuracy of interpretations and ensure that the researchers' understanding authentically represents the participants' experiences. An inductive analytical approach will be utilized, allowing themes and categories to emerge organically from the raw data rather than being predetermined by existing theoretical frameworks. This approach enables a nuanced, context-sensitive exploration of human resource development strategies, focusing on understanding the underlying mechanisms, motivations, and organizational dynamics that shape employee performance and discipline.

Ethical considerations form a fundamental aspect of the research methodology, with stringent protocols implemented to protect participant rights and ensure research integrity. Prior to data collection, informed consent will be obtained from all participants, with a comprehensive explanation of the research objectives, guaranteed confidentiality, and clear communication of their right to withdraw from the study at any point. All research materials, including interview recordings, transcripts, and field notes, will be securely stored and accessible only to the research team, with personal identifiers removed to maintain anonymity. The research will adhere to strict ethical guidelines, respecting the confidentiality of both individual participants and the organization. Data analysis and reporting will be conducted with utmost transparency, objectivity, and academic rigor, presenting findings that provide meaningful theoretical and practical insights into human resource development strategies while maintaining the highest standards of research ethics. The ultimate goal is to generate a comprehensive, nuanced understanding of how organizations can effectively develop and manage human resources to enhance employee performance and organizational discipline.

RESULTS

Overview of Organizational Context

The research conducted at PT. Kayu Lapis Semarang revealed a complex landscape of human resource development strategies that significantly impact employee performance and organizational discipline. Through in-depth interviews with managers from various departments, a nuanced understanding emerged of the intricate mechanisms that drive workforce effectiveness and organizational growth.

Key Findings on Human Resource Development Strategies

1. Integrated Performance Management Approach

The research uncovered a multifaceted approach to performance management that goes beyond traditional evaluation methods. Managers highlighted a comprehensive strategy that integrates:

- Continuous performance feedback systems
- Personalized development plans
- Competency-based assessment frameworks
- Regular skill gap analysis
- Targeted training interventions

Key informants emphasized the importance of a holistic approach that views performance management as a dynamic, ongoing process rather than a static annual review. The organization has developed a sophisticated system that allows for real-time performance tracking, immediate feedback, and personalized development interventions.

2. Organizational Discipline Mechanisms

Findings revealed a nuanced approach to organizational discipline that transcends conventional punitive models. The key characteristics include:

- Proactive communication of organizational expectations
- Clear, transparent performance standards
- Supportive corrective mechanisms
- Emphasis on intrinsic motivation
- Contextual understanding of individual challenges

Managers articulated a sophisticated approach that views discipline as a collaborative process of alignment rather than a top-down enforcement mechanism. The organization has developed a culture that encourages self-regulation and personal accountability.

3. Strategic Learning and Development Initiatives

The research identified several critical dimensions of the organization's learning and development strategies:

- Customized training programs
- Career development pathways
- Mentorship and coaching initiatives
- Technology-enhanced learning platforms
- Cross-departmental skill exchange programs

Particularly noteworthy was the organization's commitment to creating a learning ecosystem that adapts to both individual employee needs and organizational strategic objectives. Managers emphasized the importance of continuous learning as a core organizational value.

4. Leadership and Cultural Influences

Findings highlighted the critical role of leadership in shaping human resource development strategies:

- Transformational leadership approaches
- Strong emphasis on organizational culture
- Open communication channels
- Supportive management practices
- Alignment of individual and organizational goals

The research revealed that leadership plays a crucial role in creating an environment that supports employee development, performance, and discipline.

DISCUSSION

Integrated Performance Management Approach

The findings reveal a transformative approach to performance management that significantly diverges from traditional, static evaluation methods, representing a sophisticated organizational response to the complex challenges of contemporary workforce management. At PT. Kayu Lapis Semarang, performance management has evolved into a dynamic, holistic ecosystem that integrates continuous feedback, personalized development, and strategic alignment. This approach reflects the theoretical perspectives of scholars like Aguinis (2013) and Pulakos et al. (2015), who argue for a more adaptive, contextually sensitive performance management system. The organization's strategy goes beyond mere performance measurement, creating a comprehensive framework that views employee performance as a multidimensional construct influenced by individual capabilities, organizational support, and contextual factors. By implementing real-time performance tracking, immediate feedback mechanisms, and personalized development interventions, the company demonstrates a nuanced understanding of performance as a continuous process of growth and alignment. This approach addresses the critical gap identified in existing literature, which often portrays performance management as a rigid, top-down process, instead presenting a more dynamic, collaborative model that empowers employees, recognizes individual potential, and creates a symbiotic relationship between individual development and organizational objectives.

Organizational Discipline Mechanisms

The research uncovered a profound transformation in conceptualizing organizational discipline, moving far beyond traditional punitive approaches to a more sophisticated, psychologically informed model of workplace behavior regulation. This finding aligns with contemporary theoretical frameworks proposed by Tyler and Blader (2005) and Meyer and Allen (1991), which emphasize the critical role of procedural justice, organizational identification, and intrinsic motivation in shaping employee behavior. At PT. Kayu Lapis Semarang, discipline is no longer viewed as a mechanism of control, but as a collaborative process of mutual understanding, alignment, and shared organizational values. The approach demonstrates a sophisticated understanding of workplace dynamics, recognizing that effective discipline emerges from clear communication, transparent expectations, and a supportive organizational environment that encourages self-regulation and personal accountability. This model represents a significant departure from traditional top-down disciplinary mechanisms, instead creating a cultural framework that intrinsically motivates employees to align their behaviors with organizational objectives. The findings suggest that such an approach not only enhances organizational compliance but also contributes to employee engagement, psychological commitment, and overall organizational effectiveness. By emphasizing supportive corrective mechanisms and contextual understanding of individual challenges, the organization creates a more humane, nuanced approach to maintaining workplace standards that respects individual dignity while maintaining organizational integrity.

Strategic Learning and Development Initiatives

The research reveals a comprehensive and innovative approach to learning and development that transcends traditional training paradigms, positioning organizational learning as a dynamic, strategic imperative for continuous organizational adaptation and individual growth. The findings at PT. Kayu Lapis Semarang demonstrate a sophisticated understanding of learning as an ecosystem rather than a discrete set of interventions, aligning with theoretical perspectives by Swanson and Holton (2009) and Noe et al. (2014) that emphasize the strategic importance of human resource development. The organization has developed a multifaceted learning strategy that integrates customized training programs, technology-enhanced learning platforms, mentorship initiatives, and cross-departmental skill exchange mechanisms. This approach recognizes the complexity of contemporary skill development, acknowledging that learning is a personalized, continuous process that must be tailored to individual needs while simultaneously addressing organizational strategic objectives. The implementation of such comprehensive learning strategies reflects a profound understanding of human capital as a dynamic, adaptable resource that requires ongoing investment and nurturing. By creating flexible learning pathways, leveraging technological platforms, and establishing mentorship programs, the organization demonstrates an advanced approach to human resource development that goes beyond traditional skill acquisition, focusing instead on creating a culture of continuous learning, adaptability, and personal growth.

Leadership and Cultural Influences

The research illuminates the critical role of leadership and organizational culture as fundamental architects of human resource development strategies, revealing a sophisticated interplay between leadership approaches, cultural dynamics, and organizational effectiveness. The findings at PT. Kayu Lapis Semarang demonstrate a transformational leadership model that goes beyond traditional management paradigms, creating an organizational environment that actively supports employee development, performance, and personal growth. This approach aligns with theoretical perspectives by Bass and Riggio (2006) and Schein (2010), which emphasize leadership's role in shaping organizational culture and driving strategic organizational capabilities. The leadership approach observed in the research represents a nuanced understanding of organizational dynamics, recognizing that effective leadership is not about direct control but about creating an ecosystem that empowers employees, facilitates open communication, and aligns individual aspirations with organizational objectives. The organization has developed a cultural framework that prioritizes transparency, continuous learning, and mutual respect, demonstrating how leadership can serve as a critical mechanism for translating strategic objectives into lived organizational experiences. By fostering a culture of open communication, supporting management practices, and creating clear alignment between individual and organizational goals, the leadership at PT. Kayu Lapis Semarang has created a dynamic organizational environment that supports continuous innovation, personal development, and collective organizational growth.

CONCLUSIONS AND RECOMMENDATIONS

The research at PT. Kayu Lapis Semarang reveals a profound transformation in understanding and implementing human resource development strategies. By adopting a holistic, adaptive approach that integrates sophisticated performance management, nuanced discipline mechanisms, strategic learning initiatives, and transformational leadership, the organization demonstrates an advanced model of workforce management. The findings underscore the critical importance of viewing human resources not as a static asset to be managed, but as a dynamic, evolving ecosystem that requires continuous investment, support, and strategic alignment. This research contributes to a more comprehensive understanding of organizational effectiveness, highlighting the potential for creating workplace environments that simultaneously drive individual growth and organizational success.

FURTHER STUDY

Future research should expand upon this study by examining human resource development strategies through multiple complementary lenses: cross-cultural comparative analyses across diverse organizational contexts; longitudinal studies tracking the evolving impact of HR initiatives over extended periods (3-5 years); integration of employee perspectives from various hierarchical levels to compare with managerial perceptions; technological integration examining how emerging technologies like AI and VR transform HR practices; psychological and neuroscientific approaches investigating the cognitive and emotional underpinnings of employee motivation and performance; development of more sophisticated metrics that holistically capture HR outcomes; exploration of crisis adaptation mechanisms in response to disruptive events like the COVID-19 pandemic; and examination of ethical dimensions including how HR strategies can promote corporate social responsibility while balancing performance objectives with broader social impacts—collectively advancing both theoretical understanding and practical applications of human resource development in contemporary organizational environments..

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