

Analysis of Recruitment and Selection Processes in the "Solo Dreaming Community"

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ABSTRACT

Recruitment and selection are ways to find and get the ideal member or employee with a set number of quotas. Recruitment and selection are a series of processes used by companies or organizations in search of superior human resources with the required qualifications and standards. The purpose of this research is to learn about the recruitment and selection processes in the Solo Dreamers community, as well as the qualifications and standards of the Solo Dreamers community. The research is qualitative and descriptive, with a qualitative approach through interviews and observations. The results reveal that the recruiting and selection process has been well designed by the Solo Dreamer community in accordance with the needs and expectations of the community. The recruitment process is conducted using open methods and delivered through social media platforms. Selection process in the community of Solo Dreamer, i.e., (1) administrative selection, (2) interview selection, (3) probation or internship (kondisional). Nepotism is an interesting topic when discussing recruitment and selection in an organization or company. In this study, it is revealed that nepotism is forbidden and should be avoided in order to obtain ideal and quality human resources. Selection by looking at social media candidates is one of the most influential qualification assessments in the recruitment and selection process in the Solo Dream Community.

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INTRODUCTION

Kejar Mimpi is a social community initiated by the Limited Association (PT) of CIMB Open Trade Bank (Tbk), which has been established since 2018 with the aim of becoming an ecosystem container that inspires young people to pursue their dreams. Kejar Mimpi was presented as a manifestation of the commitment of CIMB Niaga in providing a container for the young generation to learn, work, and realize their dreams with training and monitoring of self-development to improve their capabilities as a generation of the nation.

The enthusiasm of the youth is very high for the dream community that is scattered all over the Indonesian city. A lot of young people want to develop their potential and add their knowledge, experience, and skills in order to build a bright future. They are also initiated with

a desire to devote themselves to society and are interested in studying in the fields of education, environment, social economy building, and philanthropy. Therefore, when the dream community is doing open recruitment (oprec), there are always many young people who are applying to be part of the community.

According to the experts, recruitment can be understood as the process of gathering a number of applicants (candidate employees or members) who have the qualifications required by the company or organization to fill a job. Usually, the community's social organization or community recruits when the previous management term is over. The organization is recruiting massively to form new management, new positions, and job requirements. Regeneration, renewal of management, and community membership are essential things that an organization needs to get a fresher atmosphere in the organization. With new management, new members, new ideas, and a more ardent spirit.

When there is a high level of enthusiasm from prospective new members who want to join, but it contrasts with the limited quota needed by the organization, a selection of new members is conducted. According to Wati et al. (2023), selection is an activity of screening and determining prospective members who have gone through the recruitment stages, where a number of applicants who meet the requirements have been gathered, and then a selection is made as to who can be appointed as an employee or new member of a company. Selection can also be interpreted as a process to choose candidates or employees who meet the qualifications or standards set to perform a job. In other words, to choose employees who meet the established requirements, selection stages are needed. Generally, selection is done by following a series of processes and specific testing stages used to decide which applicants will be accepted.

Many factors influence companies or organizations in choosing and determining the desired human resources (HR). According to Nitisemito in Rosidah (2017), factors influencing selection include age, gender, health, and physique. Additionally, the use of social media accounts can be a factor influencing the selection process. With the development of time, the recruitment process has changed from conventional methods to methods that incorporate technology, such as through website-based recruitment, job street, and social media. The use of social media, both in terms of personal branding and behavioral activities, can be a consideration for companies in the recruitment or selection process (Muhammad et al., 2021). Therefore, digital footprints become an assessment aspect that can depict the character, skills, experience, and how outstanding the human resources of prospective new members are for the company. In today's era, many companies or organizations already apply the assessment of prospective new members by including social media accounts in the curriculum vitae (CV) to facilitate the company in seeing the strengths of each required applicant.

In the current era of Society 5.0, the competition to enter organizations or companies is very tight. Supported by statements in the book "Manajemen Sumber Daya Manusia Pendekatan Era New Normal dan Society 5.0" (Yulius, 2022), it is explained that in the Society 5.0 era, human resources are required to adapt to the digital era and possess high-order thinking skills to compete in an era built on the foundation of humans and technology. The intense competition to enter organizations or companies is also evidenced by Triyani (2023) in her research titled "Menerapkan Manajemen Perubahan dan Menghadapi Persaingan Era Society 5.0 pada PT TRIPATRA." The research results state that competition in the market is

becoming more intense and fast-paced, requiring companies and individuals to be ready to adapt quickly and follow the latest trends to remain competitive.

Organizations adopt crucial policies in the recruitment methods used to streamline and optimize the company's chances of acquiring the needed members. Sometimes, companies or organizations are reluctant to select too many new members to save time and costs. Companies adopt a quick approach by only informing insiders or people known through closed recruitment methods. As a result, the number of applications is relatively small, making it more difficult to find outstanding members or employees. Even nepotistic practices often occur in organizations or companies. According to Ameliah (2022), nepotism comes from the Latin words "nepos" and "otis," which mean descendants, siblings, nephews, and grandsons. This refers to prioritizing family interests. Nepotism is an action where someone utilizes their position to prioritize the interests of family or close relatives over the common interest, selecting individuals not based on capability or knowledge quality, education level, skills, abilities, or experience but based on family relationships or closeness.

Excellent human resources are crucially needed by organizations. Excellent human resources are essential for companies or organizations as they can enhance organizational efficiency and productivity, helping to achieve the company's or organization's goals. Human resources are the most important and valuable asset in a company. Every organization or company that wants to survive and grow must improve the effectiveness and efficiency of every resource it possesses, including human resources and their management systems. Human resources play the most significant role in carrying out the activities of a company or organization (Hermawan, 2020). In fact, nowadays, organizations only want to recruit excellent human resources. One of the factors is that they require minimal training. Companies do not want to incur too many losses in shaping the human resources they desire through education or training. Human resources are required to adapt easily to their work, and, according to the realities in the field, experience becomes an important factor in selecting new members.

This statement has intrigued the researcher to investigate, examine, and analyze the recruitment and selection process conducted by the Kejar Mimpi community in Solo City. This is interesting to study because this community is under the auspices of PT Bank CIMB Niaga Tbk and has proven to be selective in accepting new members. The purpose of this research is to provide benefits to prospective new members who want to apply to the Kejar Mimpi Solo community regarding the qualifications or standards needed by the community. Not only that, but this research also aims to provide information to the general public about the importance of personal development for excellent human resources. It is undeniable that any organization or company needs excellent human resources capable of working and contributing to the achievement of organizational goals. This research also serves as a reference for further research.

RESEARCH METHODS

This type of research is qualitatively descriptive field research, a research procedure that produces descriptives of written or oral words from people who need to be observable. (Kusumastuti & Khoiron, 2019). In this case, field research was conducted on the analysis of recruitment and selection processes in the community of Solo Dreamers. As for the informant of this study, Rehan Husna Novizilia is the Head of Division Human Resources (HRD) in the community of Kejar Mimpi Solo.

The approach used in this research uses a qualitative approach. Qualitative approaches are research methods that focus on an in-depth understanding of social phenomena or human behavior through the analysis of non-numeric data such as text, pictures, interviews, or observations. The primary purpose is to reveal the meaning, context, and complexity of the situation studied, rather than measure variables quantitatively. (Hardani et al., 2020). With this qualitative research, it is possible to describe the recruitment and selection processes in the community of Solo Pursuit of Dreams in detail, review how SDM is needed in targeting recruitments, and find out how selective the organization is in selecting new members so that qualifying factors and standards of admission of new members are found.

RESULTS AND DISCUSSION

A. Recruitment Process For a Community that Pursues Solo Dreams

Organizations or companies need the role of SDM because humans play an important role in conducting organizational activities. SDM is very important for companies or organizations because it can improve their efficiency and productivity, as well as help them achieve their goals. Recruitment is a way to obtain the desired and ideal human resources for the tasks of an organization or company. With recruitment, a company or organization can obtain superior SDMs who are able to work optimally and help in achieving the goals of the organization.

In the initial phase, before recruitment is carried out, the company or organization will first analyze the number of quotas and jobs required through job analysis. Job analysis is a systematic activity in studying, observing, and reviewing a job by determining the number of positions required, the duties, obligations, and responsibilities of the job, and the skills, knowledge, and abilities required (Sinambela, 2016). Job analysis is needed as part of a company effort to streamline and optimize the company's resources, including human resources. Companies need human resources in accordance with the needs of the work being carried out. Too many members make the pace of organizational movement too heavy because the human resources needed are less efficient and can cause bankruptcy because the company has to bear too many salary burdens. Meanwhile, too few members also make the organization's movement unhealthy because the work that can be done is less than optimal, which affects employee work satisfaction and productivity. This job analysis is also to determine the job description (set of tasks) and the obligations and responsibilities of the worker according to the skills they have.

"Of course every open volunteer we limit the quota of registration, we usually limit to 30 people. However, we do not exclude the possibility of registers exceeding the admission quota for new members. If that happens, we will do a stricter selection. For example, yesterday that new open Volunteer registered up to 90 people. We do a more strict selection than ever before." (Interview with Rehan, HRD chief on September 21, 2023.)

From the statement, it can be understood that before recruitment in the community of Solo Dreams Pursuit is carried out, there is a first analysis of the number of members needed to fill the required positions. Targeting new members is influenced by how many positions the organization or company needs. Successful recruitment is characterized by the number of applicants far exceeding the number of quotas required. How strict the applicants are and the number of quotas that must be met determine the next stage. When more applicants than the required quota go through the selection stage.

In order to achieve success in the company's or organization's recruitment process in getting ideal employees with the required positions, recruitment information is carried out after the job analysis process, which aims to attract as many applicants as possible beyond the required quota. According to Aisyah & Giovanni (2018), information methods in recruitment consist of open and closed methods. The open recruitment method is recruitment that is widely informed through advertisements in mass media, both print and electronic, or by word of mouth so that it spreads to the wider community. Meanwhile, the closed method means that recruitment is carried out within the organization or company for certain employees or people only.

"First we disseminate; after being disseminated, we then share internally. Share internally in the sense that we have informed our community friends of flyers, captions, requirements, and everything else. From there, we ask for our internal help to disseminate the information." (Interview with Rehan, on September 21, 2023). It can be concluded that the Kejar Mimpi Solo community conducts open recruitment with an open recruitment method. Starting from disseminating information through internal group members by word of mouth or by social media through Instagram, WhatsApp stories, and so on, followed by uploading information on the community's social media accounts.

"Previously related to this, every time we want to organize members or volunteers at every event, it is informed on our social media. Whether it's the qualifications or how many people are needed, whatever division is needed is always informed on our social media. But for more clarity, you can check directly on the highlight Instagram (see in the hunt for dreams) related to oprec, because there are some qualifications that are required." (Wawancara dengan Rehan, pada tanggal 21 September 2023). The Solo Trailer Community informs everything related to recruitment in both social media accounts that relates to the required qualifications, quotas, and divisions. The information is available in full on the Instagram account @kejarmimpi.solo.

Recruitment requirements are a must to be met when applying for a job. Conditions become the way a company or organization identifies candidates based on the positive factors that make the company want to recruit them. Applicants must fulfill all the conditions given by the organization or company as compulsory data to be fulfilled. The condition that has been met also determines the continuity of the next process, namely selection. Unqualified applications will then be automatically removed, while eligible applications will pass and proceed to the selection phase. The recruitment criteria are the reference material for the selection. A criterion is a selection instrument for analyzing the skills, experience, education, age, and character of applicants. (Winatha, 2018).

"The criteria for enrolling as a Solo Trainer are: (1) 18–23 years of age (preferably students up to semester 4); (2) living in and around Solo; (3) being able to work in teams; (4) being interested in the social fields, especially in the world of education, environment, philanthropy, and social economics; (4) being committed during membership, dedicated, and responsible. The conditions for registering as a member are to follow Instagram @kejarmimpi.solo and @kejarmimp.id, upload a CV (curriculum vitae), and fill out the registration form." (Wawancara dengan Rehan, pada tanggal 21 September 2023).

Can we conclude that age is a limit in the selection of members of the community of Pursuit

of Solo Dreams. With the goal of communities as an ecosystem container that inspires young people to pursue their dreams, of course their recruitment target is the young generation of students who are aware of the consequences of themselves as agents of change. The younger generation has a high desire for knowledge, experience, and work and a high dedication to the purpose of life. As a community headquartered in the City of Solo, of course, residing in the surrounding area is a high priority to facilitate personal mobility. Adaptability, a strong commitment, a sense of responsibility for work, and a high spirit of dedication are required in a team because of not what is gaining from the community but what can be offered to support the community's purpose. Interest in education, the environment, philanthropy, and the social economy is necessary because it is the area of devotion of the dream-seeking community to society. The seriousness of joining the team can be demonstrated by following Instagram accounts @kejarmimpi.solo and @keyarmimp.id, uploading curriculum vitae (CV), and filling out an online registration form in Google Form.

Many factors influence organizations when conducting recruitment. These factors include the need for an ideal workforce, business expansion, HR financing, and organizational structure updates (Hermawan, 2020). These factors make organizations or companies recruit new members. "There are 7 divisions needed, namely vice leader, finance, secretary, public relations, program officer, HRD (Head of Division Human Resources), design, and social media." (Interview with Rehan, on September 21, 2023). Kejar Mimpi Solo Community conducts recruitment because of the organizational structure renewal factor. With the renewal of the organizational structure, it is certain that the organization or company will recruit new members to fill the required departments.

B. Selection Process of Kejar Mimpi Solo Community

In the selection of members of the Kejar Mimpi Solo community, there are two stages carried out, namely administrative selection and interview selection. Administrative selection is the selection of prospective applicants' files that have been determined as requirements. At the administrative selection stage, Kejar Mimpi Solo uses Google Forms as a medium for collecting data on prospective members. The files that need to be prepared for the administrative selection of Kejar Mimpi Solo are his CV and portfolio. Portfolio files are only specialized for several divisions, including the design, social media, and secretary divisions. This administrative selection is the determinant for the next selection stage, namely interview selection. At the interview selection stage, prospective members will be interviewed according to the schedule determined by the Head of Division Human Resources (HRD) at Kejar Mimpi Solo.

"After the interview selection, if, for example, we have not found a common ground, we will conduct a focused group discussion. But for yesterday's problem, we didn't need that method because there were several candidates who already met the qualifications. If, for example, there has been a selection related to administrative selection and interviews, we have a period of professional internship for 3 months, but it is possible that less than 3 months have passed since we made an announcement of who qualifies as a permanent member. It goes back to our needs, whether during the internship stage the applicant has met the qualifications we need or not." (Interview with Rehan, on September 21, 2023).

Quoting from the results of the interview, we can conclude that if after the administrative selection and interview selection stages there is still no common ground in making decisions on who will be accepted, the Kejar Mimpi Solo community will hold a probationary period or

an internship period with a period of ± 3 months. However, the period can be accelerated when the Kejar Mimpi Solo community has obtained prospective members who deserve to qualify. In general, the community will have aspects of assessment in the selection of prospective members that need to be considered. The main assessment aspect of the Kejar Mimpi Solo community is the time management of prospective members. Indirectly, this community is looking for members who can make Kejar Mimpi Solo a priority among many activities. Then, the second aspect that needs to be considered is the input of CV and portfolio files, because these two files become an assessment and consideration of whether the applicant deserves to be accepted or not.

According to Rohaeni et al. (2018), self-appearance (grooming) is very important as an image that will be conveyed. A good appearance will reflect a good personality. Conversely, a bad appearance will reflect an unattractive personality and make you appear not to have a good personality. "As for appearance standards, we don't have any. The most important thing is that the applicant is neat and polite." (Interview with Rehan, on September 21, 2023). Seeing how there are many standards of beauty or good looks in Indonesia, the selection process sometimes has its own qualifications on appearance issues. However, the Kejar Mimpi Solo community does not have physical qualifications, such as having to be good-looking, having to be this tall, and so on. Even so, it should be underlined that looking neat and polite is the main point in qualifying the appearance of members of the Kejar Mimpi Solo community.

The phenomenon of the insider route has also become one of the most interesting topics in the world of recruitment and selection. "For the insider route, honestly, there are some who contact me personally or through friends to ask whether or not they can still register but not follow the selection series. I stipulated and told my friends beforehand that if someone registered and did not want to take part in the selection process, they had to meet me personally, attach their CV, and have a face-to-face interview with me. After I set a policy like that, many people canceled their membership without selection." (Interview with Rehan, on September 21, 2023). As stated above, Rehan, as Head of Division Human Resources, admitted that he would act firmly against prospective members who wanted to use the insider route. Thus, during his leadership in the HRD division, the insider route has always failed because of his tactic, which is to face-to-face when they want to become members without selection.

C. The Influence of Social Media in Recruitment and Selection in the Kejar Mimpi Solo Community

In the era of society 5.0, many companies use social media as a tool to disseminate information related to recruitment and selection. In the journal *The Effectiveness of Recruitment Methods Through Social Media (E-Recruitment)* proposed by Husna et al. (2021) it is explained that PT Es Teh Indonesia Makmur conducts recruitment methods through social media, and the results prove that disseminating recruitment information through social media can increase the target number of applicants. Kejar Mimpi Solo also utilizes social media as a source of information on recruiting new members in order to find out the background of prospective new members and determine whether or not prospective members of Kejar Mimpi Solo are accepted. The delivery of open recruitment information in the Kejar Mimpi Solo community is conveyed on their social media with the aim of disseminating information so that many people know about the recruitment of new members. Knowing and checking the background of prospective members on social media is one way the Kejar Mimpi Solo community filters potential new members.

Prospective new members' social media is quite influential on their acceptance as members of the Kejar Mimpi Solo community. The reason is that the Kejar Mimpi Solo community makes social media a tool or forum for consideration in the process of recruiting new members. The point of consideration here is that the Kejar Mimpi Solo community considers prospective members' posts and good interactions with followers of prospective members. The quality of good posts and good interaction with followers is one of the qualifications that determines acceptance as a new member of the Kejar Mimpi Solo community. Prospective members who register as the social media division, design division, videography division, and photography division include their work in the portfolio as one of the qualification assessments. In addition to considering the quality of posts and good interaction with followers, the Kejar Mimpi Solo community also assesses the activeness of prospective members on social media.

"For me personally, applying to the applicant's social media was one of the qualifications in the open recruitment of members yesterday. Because, on social media, we can see whether the applicant has met the qualifications or not, especially those who register in the social media, design, and videography or photography divisions. Usually, they include the portfolio on their social media. We also see that social media is private or not, used properly or not, active in the highlights or not, and we also assess it. So social media is very influential in whether or not it is accepted, especially the social media, design, and videography or photography divisions." (Interview with Rehan, on September 21, 2023). From this quote, it can be concluded that social media is very influential in accepting members of the Kejar Mimpi Solo community, especially in the design and social media divisions. By looking at several aspects, such as being active on social media, having good and quality posts, and having good interaction with followers.

In this Gen Z era, having a lot of followers is nothing new. Many people are competing to get a lot of followers for their needs. For example, to inform the recruitment of new members in a community, with this many followers, we can disseminate information to many people compared to the few followers. However, not all communities apply this; for example, the Kejar Mimpi Solo community. "For followers, we don't; we only judge from feed posts and highlights whether this registrant is good at interacting with his followers or whether the registrant is active using social media. Because there are some applicants who only include simple and concise information, we do not know what field this applicant is suitable for. If the applicant does not match what is registered with his passion, then we will place the applicant in a field that matches his passion. So, the applicant's social media becomes one of our assessment qualifications." (Interview with Rehan, on September 21, 2023).

From this, we can conclude that the number of followers does not affect a qualification assessment in the Kejar Mimpi Solo community. The most important thing in the Kejar Mimpi Solo community is to be active on social media, have quality works and posts, and have good interaction with followers, as well as information related to the talents of prospective members, in order to facilitate the Kejar Mimpi Solo community in job placement.

CONCLUSIONS, LIMITATIONS, & RECOMMENDATIONS

The recruitment and selection process in the Kejar Mimpi Solo community has been well designed according to the needs and expectations of the community. Recruitment is done with an open method to get ideal and qualified members. Nepotism is strictly prohibited and

avoided in the process of recruiting new members in the Kejar Mimpi Solo community. The recruitment process carried out by the Kejar Mimpi Solo community is disseminated through a social media platform, namely Instagram. The recruitment requirements for the Kejar Mimpi Solo community consist of (1) the age of 18–23 years (preferably students, maximum semester 4), (2) domicile in the city of Solo and its surroundings, (3) being able to work in teams and interested in the social field in the world of education, environment, philanthropy, and social economy, and (4) being committed during membership and full of dedication and responsibility. Meanwhile, the selection process in the Kejar Mimpi Solo community goes through three stages. The first is administrative selection, which is the selection of prospective applicants' files that have been determined as requirements. The Second is interview selection, which carried out after passing the administrative selection. Third, the probationary or internship period, which at this stage is still conditional to be held. In the recruitment and selection process, social media is one of the qualification assessments that is quite influential in the Kejar Mimpi Solo community, so social media in this case plays a very important role.

Based on the research and discussion regarding the effect of service quality on customer satisfaction at the local brand Elizabeth in Bandar Lampung, it can be concluded that:

1. There is a positive and significant influence between service quality on customer satisfaction.
2. The coefficient of determination value obtained is 0.925. This shows that 93% of the related variables are influenced by independent variables, and the remaining 7% are influenced by other factors that are not related to the research being conducted. Thus it can be explained that the service quality variable (X) has a 93% contribution to the customer satisfaction variable (Y).

The results of this research show that there is a positive and significant influence between service quality and customer satisfaction. Therefore, it is necessary to formulate implications in this regard. The results of the study show that the effect of service quality on customer satisfaction is very significant.

Implications

Based on the results of this study, theoretical and practical implications can be stated, as follows:

1. This study implies that having service quality plays a very important role in customer satisfaction. With its increasing popularity, service quality has become an important channel in marketing strategy to increase brand awareness, sales and customer satisfaction.
2. The results of this study have a huge impact in the context of life. This can be applied to local Elizabeth brand customers in Bandar Lampung.

Based on the implications stated above, there are also weaknesses in conducting this research, including the following:

1. In the process of data collection, the information provided by respondents through questionnaires sometimes did not address the actual opinions of respondents, this happened because sometimes different thoughts, assumptions and understandings were different for each respondent, as well as other factors such as the honesty factor in filling out the respondents' opinions and the questionnaire.
2. Respondents' limited time in filling out the questionnaire.

Suggestion

The results of this study indicate the influence of service quality on customer satisfaction. The researcher realizes that there are still deficiencies in this study, so the researcher gives suggestions, namely:

1. For readers, this research is expected to provide a good picture so that readers can find out the quality of service on customer satisfaction .
2. Future researchers are expected to be able to develop, measure each of these variables in more depth and improve existing research supported by the latest information, in accordance with what is experienced so that the benefits and results of the research can be felt directly by researchers and also readers.

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