



# STRATEGIC HUMAN RESOURCE QUALITY IMPROVEMENT FOR NON-STAR HOTELS IN LAHAT REGENCY: A SWOT ANALYSIS

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## ABSTRACT

A company's growth depends heavily on human resources with expertise of its staff; competent personnel. Therefore, having competent human resources in their respective fields is a must for any company. In Lahat Regency's non-star hotels, the workforce is characterized by heavy multitasking, where employees often cover several departments due to limited staffing and specific occupancy levels. This study using a qualitative approach to identify methods, drivers, and barriers in human resource quality improvement, ultimately proposing strategic recommendations. Data were collected via in-depth interviews, observations, and documentation, then processed through a SWOT analysis of internal and external factors. Using SWOT-based analysis approach, this research contributes a strategic framework for quality enhancement. The findings suggest that improvement must move beyond basic staffing to include standardized service protocols across all non-star lodgings and rigorous performance evaluations based on guest feedback. Crucially, this study implies that for Lahat's hospitality sector to remain competitive, management must prioritize coaching and digital promotion training. These results provide a practical roadmap for local operators and policymakers to synchronize regional tourism development with targeted human resource investment.

## 1. INTRODUCTION

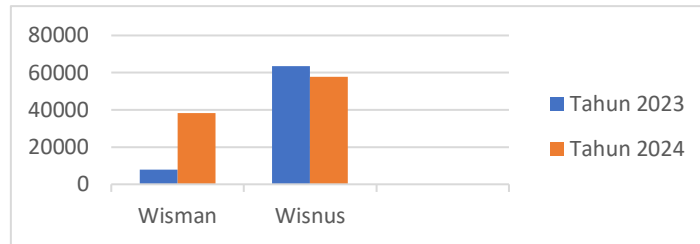
In realizing the vision, mission, targets and objectives that have been set by an institution, it is clear that the human capabilities within it are very decisive, and even become an extraordinary driving force (Azhar, 2019; Syarif Hidayat, et al., 2025; Kurniatiet al., 2025). It is expected that high-quality services will emerge from the presence of skilled human resources (Putra, 2024). The focus of service quality is on meeting customer requirements and desires and providing services that balance their expectations (Rahmawati et al., 2025; Annas & Putra, 2024).

Research conducted by Raymond, Hatane, and Hutabarat (2020) shows that the quality of human resources (HR) has a very significant influence on service quality. Approximately 84% of service quality is determined by the quality of an organization's HR. This finding indicates that the higher the competence, skills, and professionalism of HR, the better the service provided to customers. Therefore, HR development is a crucial aspect in ensuring that services provided meet, or even exceed, customer expectations. There is a notable research gap concerning how non-star hotels in emerging regions, such as Lahat Regency, manage this quality-service balance amidst severe resource constraints.

The tourism industry, particularly the hotel industry, is currently experiencing continuous growth. This industry is also linked to several business sectors, such as restaurants and travel agencies. This has led to the development of surrounding factors that can support these businesses, such as transportation, which has also experienced growth, as evidenced by the increasing number of hotels. Currently, the hotel industry in Lahat Regency is experiencing annual growth, as shown by the development in guest visits from 2023 to 2024 as follows:

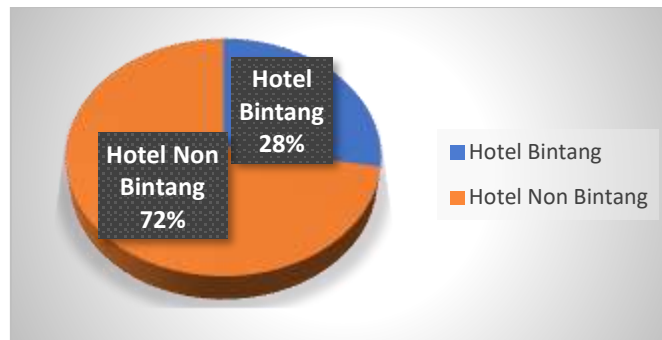
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**Figure 1. Hotel Guest Visit Diagram in Lahat Regency**  
**Source: Lahat Regency Tourism Office, (2025).**

With the large number of hotel guests expected in Lahat Regency in 2024, this could create intense competition, potentially leading to problems that could impact hotel revenue. The number of accommodations in Lahat Regency is quite large and varies in terms of facilities and room rates. There are approximately 20 types of accommodation available, including hotels, inns, guesthouses, and homestays. There are no 3- or 4-star hotels in Lahat Regency. These hotels are generally 2- or 1-star, offering rooms, meeting rooms, and breakfast (Permatasari, 2023). Hotels in Lahat Regency are categorized into two types: non-star hotels and star-rated hotels. The following is a description of the hotel types:



**Figure 2. Hotel Data Diagram in Lahat Regency**  
**Source: Lahat Regency Tourism Office, (2025).**

Based on the data above, 28% of star-rated hotels and 72% of non-star-rated hotels are located in Lahat Regency. The large number of non-star-rated hotels in Lahat Regency requires a workforce with relevant competencies to compete in the intense competition in the hotel industry. In Lahat, the hospitality industry has seen a promising rise in guest occupancy from 2023 to 2024. However, this quantitative growth is not yet matched by qualitative development. Unlike their counterparts in major tourism hubs, non-star hotels in Lahat operate with a workforce largely lacking formal tourism education, leading to a "multitasking crisis" where staff must navigate technical roles without adequate digital literacy or standardized service protocols. Furthermore, deteriorating physical facilities often undermine the staff's efforts to meet guest expectations.

Tourism development in Lahat Regency is fully supported by the local government, particularly the Tourism Office. This is outlined in the 2019-2024 Strategic Plan, where the government collaborates with tourism practitioners and institutions to develop human resources in tourism management, including accommodation (Permatasari, 2023). Business managers can employ various methods to improve human resource quality to increase sales, particularly in service businesses such as non-starred hotels in Lahat Regency. These methods include training, formal education programs, job rotation, coaching, and competency tests. These methods aim to continuously improve employee skills, knowledge, and performance. The human resource development methods observed during observations and interviews by researchers revealed that several non-starred hotels in Lahat Regency have conducted training sessions, both organized by government agencies and the private sector.

The workforce plays a crucial role within a company, and this role is inextricably linked to the capabilities of the individual. To achieve company goals, sound human resource management is key to success. A company will not grow, and may even decline, if it lacks human resources with the appropriate

expertise in their respective fields. Therefore, having competent human resources in their respective fields is a must for any company. These human resources can be an investment instrument that can improve the company and must be maintained (Maghfiroh, 2021).

Human Resource (HR) development in the hospitality sector is a crucial aspect that plays a role in improving service quality and guest experience. The background to HR development in hotels stems from the need to face increasingly fierce competition in this industry. Hotels are required to provide not only comfortable facilities but also superior and professional service. HR development in hotels includes training, skills enhancement, and career development for employees. By providing appropriate training, employees can improve their competencies and abilities, which in turn contributes to guest satisfaction and the hotel's reputation.

Essentially, implementing employee or human resource development programs within a company indirectly fulfills the human development element. Human resource development is the process of developing and unlocking skills to enhance the performance of individuals, teams, work processes, and organizational systems (Swanson, 2022). To meet current and future company needs, programs to improve the quality of human resources should be designed wisely and tailored to the skills required by the company itself. These human resource development activities must aim to improve conceptual, theoretical, technical, and moral capabilities so that work performance can positively impact the company and achieve optimal performance. In practice, operations in the hospitality industry tend to have very different consumer characteristics. Furthermore, HR development also encompasses aspects of motivation and job satisfaction, where employees who feel valued and have opportunities for development tend to be more loyal and productive. In this context, HR development focuses not only on improving technical skills but also includes developing soft skills such as communication, teamwork, and conflict management. The results of this research are expected to increase knowledge and learning as well as the level of awareness for non-star hotel managers, so that they can improve the competence of human resources within them.

## 2. METHODS

This research is planned to last four months and will be conducted in Lahat Regency, South Sumatra Province. The research sites include:

- a) Non-starred hotels registered by the Lahat Regency Tourism Office, focusing on hotels that have been operating for more than two years and have a significant number of guests.
- b) The Lahat Regency Tourism Office, as a secondary data source related to tourism and hospitality in the area.

This method aims to collect, process, analyse, and present answers from interviews and data based on the results of the interviews, providing a clear picture of the research object. These data are then analysed to form conclusions based on the research. The method used in this qualitative approach is divided into several stages, namely:

### Data Reduction

- a) Data obtained from the field must be recorded carefully and in detail. Reducing data means summarizing, selecting key points, focusing on important points, and searching for themes and patterns.
- b) Data Display
- c) A collection of information organized in such a way that it will facilitate understanding what happened and planning further work based on what has been understood.

### Conclusion

Conclusions are drawn based on the reduction and presentation of existing data, presented in detail. Data collection techniques such as in-depth interviews, participant observation, and documentation studies. To collect the data and information needed for this study, the author obtained data from documents and verbal statements provided by management and employees at non-star hotels in Lahat Regency. The types of data relevant to this paper are:

According to Sugiyono (2017), primary data is a data source that directly provides data to data collectors. The primary data in this study consists of:

- a. Interview results, in this case, in-depth interviews were conducted with managers or managers of non-star hotels in Lahat Regency as the primary informant, and several stakeholders involved as supporting informants.

b. Observation results, in this case, a direct survey was conducted at non-star hotels to observe the service provided by existing human resources.

**Secondary Data**

Data obtained indirectly through intermediaries obtained and recorded by other parties. According to Sugiyono (2017), secondary data is a data source that indirectly provides data to data collectors, such as other people or documents. Secondary data in this study were obtained from company documents, photographs, communications and the number of company employees or other sources related to this study. The population in this study were employees at 5 (five) non-star hotels in Lahat Regency, namely Hotel Nusantara, Hotel Cendrawasih Lahat, Losmen Sigma 1 and 2, Reddoorz Arafah and Homestay Cendrawasih, with a total of 40 people (owners, human resource management leaders, and employees) at the inns.

The sampling technique used was purposive sampling, which involves selecting sample members from a population based on specific considerations. As stated by Debrofoni and Fuentes (2008) in Firmansyah, M., & Masrun, M. (2021), qualitative methods specifically target only a few respondents/informants when conducting in-depth interviews. Firmansyah, M., & Masrun, M. (2021) also added that this method is an interpretive study, thus depending on the intuition and understanding of each individual. The sample in this study consisted of 10 people as informants, with details of 2 (two) of them being the owners of the inn, 4 (four) human resource management, and 4 (four) employees at the inn.

**Table 1. Informant Criteria**

<b>Informant Category</b>	<b>Criteria</b>	<b>Description</b>
Owner or Manager of Non-Star Hotel	<ul style="list-style-type: none"> <li>▪ Responsible for hotel management</li> <li>▪ Minimum 1 year experience in hotel management</li> </ul>	Owners or managers who play a key role in operations and decision-making regarding services, quality improvement strategies, and facility improvements. A minimum of one year of experience ensures they have a thorough understanding of guest needs and preferences, as well as the challenges they face.
Employee	<ul style="list-style-type: none"> <li>▪ Responsible for hotel operations</li> <li>▪ Minimum 6 months of experience.</li> <li>▪ Understand hotel operational standards</li> </ul>	Staff responsible for completing hotel operations. Minimum 6 months of experience. They provide insight into the day-to-day practices that ensure the hotel is always ready for guests to visit and use.
General Criteria	<ul style="list-style-type: none"> <li>▪ Minimum age 18 years</li> <li>▪ Willing to participate in an interview or fill out a questionnaire</li> </ul>	Respondents and informants must be at least 18 years old to provide responsible assessments. They must also be willing to participate in the data collection process through interviews or questionnaires to ensure the completeness and validity of the data obtained.

*Source: Author's Processing (2025).*

**SWOT Analysis**

The data were analysed using the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis method, which includes both internal and external factors. It is used to evaluate the strengths, weaknesses, opportunities, and threats in a project or business venture. The SWOT analysis in this study followed a systematic four-step process to ensure a rigorous evaluation of human resource strategies in Lahat's non-star hotels, as follows:

1) Identification of Internal and External Factors

According to Rangkuti (2015), research shows that company performance can be determined by a combination of internal and external factors. A SWOT analysis compares external factors (Opportunities and Threats) with internal factors (Strengths and Weaknesses).

2) IFAS and EFAS Matrix Construction

For further analysis, researchers created an External Strategy Factor Matrix (EFAS) and an Internal Strategy Factor Matrix (IFAS) which calculates the weights and scores of the factors that influence the Quality of Human Resources in Non-Star Hotels.

3) SWOT Matrix Intersection

The SWOT analysis diagram states that Non-Star Hotels in Lahat Regency are in Quadrant I (2.37, 2.38), meaning they are in a position to have strengths and opportunities that can be utilized to improve the quality of Non-Star Hotel human resources as one of the accommodations that can be occupied by visiting tourists.

#### 4) Strategy Formulation

The right strategy used by Non-Star Hotel managers is to use a growth-oriented strategy or a strategy that supports an aggressive growth policy, namely by utilizing the strengths and opportunities that exist in Non-Star Hotels in Lahat Regency.

### 3. RESULTS AND DISCUSSIONS

#### Results

Strategic human resource planning ideally initiated during the construction phase—is fundamental to a hotel's success. This early preparation is essential because the hospitality business relies heavily on qualified personnel capable of delivering excellent service. Ultimately, service quality is measured by customer satisfaction, which reflects a guest's assessment of perceived performance relative to their expectations. Effective management of these resources is expected to enhance tourist satisfaction, as it encourages repeat stays and increases tourist spending (Putri et al., 2025). To drive sales, particularly within the non-star hotel sector in Lahat Regency, managers must employ targeted methods to improve staff quality. Currently, the workforce in these establishments is characterized by high levels of multitasking. This operational model is a strategic necessity for managers, as it allows them to maintain manageable occupancy rates with a limited staff while balancing the constraints of smaller room capacities.

However, managers have established Standard Operating Procedures (SOPs) for both front-desk receptionists and housekeeping staff. In the reception area, employees follow standard protocols, such as verifying guest names and processing manual payments before providing room keys. While these procedures provide a necessary framework, the quality of service ultimately depends on the initiative of the human resources (Morena, M. R. A., et al., 2022). Initiative, in this context, refers to the internal drive to act beyond basic job requirements—performing tasks without waiting for direct orders to improve outcomes, avoid potential problems, or seize new opportunities.

In Lahat Regency's non-star hotels, fostering such initiative is a challenge, as the workforce generally consists of individuals with high school or junior high school educations. Employees with bachelor's degrees are less likely to remain for extended periods, often due to salary structures that remain below the Regional Minimum Wage (UMR). Some accommodations even rely on yearly contracts for employees recruited from outside the region. Consequently, cultivating a sense of initiative becomes a vital management strategy; when formal education and financial incentives are limited, the ability of staff to act proactively serves as a critical substitute to ensure service excellence and operational resilience.

During operations, employees are given the opportunity to broaden their horizons by being placed in various service areas. This is implemented by several non-starred accommodations to optimize existing human resources. Some employees have worked for at least one year and are reliable employees for the innkeepers, as evidenced by their age and role. Some employees, such as cooking and security, are not rotated, as their work requires competencies appropriate to their field. Most employees are not certified according to their scope of work, due to the lack of a dedicated budget from management and the lack of recognition of certification at their workplace.

To bridge the gap in formal qualifications, managers in Lahat's non-star hotels implement a peer-mentoring system where experienced staff transfer practical knowledge to newer employees. This process is not merely a routine transfer of tasks but a strategic effort to enhance professionalism. Theoretically, Morena, M. R. A., et al. (2022) stated professionalism in a resource-constrained environment is significantly bolstered through consistent coaching and monitoring by superiors. Such oversight is vital to mitigate negligence and ensure that every employee remains accountable for their assigned responsibilities.

In Lahat Regency's non-star hotels, to ensure the smooth running of daily operations, briefings are held at the beginning and end of each day. These briefings are led by the entire team working on the same

day, facilitating the exchange of information. Managers occasionally participate in daily routine activities, but this is infrequent, usually only a few times per session.

The following are several supporting and inhibiting factors in improving the quality of human resources in non-starred hotels in Lahat Regency:

#### 1. Supporting Factors

- a) The government's role in improving human resource quality through training programs and benchmarking activities that can be implemented at tourist attractions. It is hoped that by providing knowledge from comparative studies in Cikole, Lembang, human resource capacity can be enhanced.
- b) Collaboration between the government and stakeholders, especially educational institutions and lodging business managers, to continuously improve room occupancy rates, facilities, and activities to meet human resource capacity, especially in the non-starred lodging sector.
- c) Improvement of facilities and infrastructure to enhance the comfort and safety of tourists visiting Lahat Regency. This is evident in the increasing number of accommodations over time. This development can expand employment opportunities for local residents.

#### 2. Inhibiting Factors

- a) The problem related to human resource development faced by our country, Indonesia, is developing the quantity and quality of human resources to cope with the rapid dynamics of global development. This means that education is one way to improve the quality of human resources. Human development must be continuously pursued, as well as creating job opportunities that maximize the utilization of human resources with high productivity. Education is a crucial effort in improving the quality of human resources, which will ultimately play a decisive role in the utilization of natural resources to improve the quality of life based on forward-looking thinking.
- b) Human resources working in the tourism industry, particularly in the hotel industry, should be equipped with adequate language skills, specifically the use of foreign languages. The tourism industry demands that employees be able to communicate directly with guests from outside Lahat Regency or even abroad, as this greatly facilitates interaction between the two. However, what is often encountered in the field is that human resources who may be undereducated or have insufficiently honed their use of Indonesian, even when communicating in foreign languages, face significant difficulties due to the language differences.
- c) Technological Capabilities: There is now a growing awareness that development cannot solely depend on natural resources. Technology, as another development resource, has also become important in recent years. However, the development and utilization of technology itself are highly dependent on people. Human resources who have problems using technology are usually those who do not work in an office, meaning those who rely on their own energy to support their work.

Based on the results of interviews conducted by researchers, strategies for improving the quality of human resources can be seen, namely: A strengths and weaknesses strategy that can be implemented includes planning for human resource quality development, particularly in the service sector. Establishing service standards for various types of non-star accommodations, and ensuring consistent government support for human resource development activities and budgetary assistance. A strengths and threats strategy can be planned by analyzing staffing, including the number of employees, the amount of compensation to be provided to employees, conducting employee training, establishing work regulations, and most importantly, clarifying the quality and number of employees needed to achieve goals. Employees are then evaluated based on their attitude, skills, work standards, service, cleanliness, accuracy, job knowledge, creativity, work quality, cooperativeness, personal qualities, reliability, and evaluations from hotel guests and their educational level. This is one way to improve human resource quality, as well as creating job opportunities that maximize the utilization of human resources with high productivity.

### **Discussion**

Below, we will outline an analysis of the conditions encountered in efforts to improve the quality of human resources at non-starred hotels in Lahat Regency, covering the following internal and external conditions:

## a. Internal Condition Analysis

The strengths and weaknesses of non-starred hotel management include:

## 1) Strengths

- a) Numerous tourist attractions, accompanied by an increase in the number of tourists visiting Lahat Regency.
- b) Providing a comfortable, clean, and affordable accommodation experience, with a strong family atmosphere.
- c) Support from the government's Tourism Office to increase regional revenue through various tourism activities.
- d) Affordable prices and facilities.

## 2) Weaknesses

- a) No dedicated budget for human resource development.
- b) Human resource development has not been optimally implemented.
- c) Minimal capacity for paid promotions and reliance on organic reviews.
- d) Poorly maintained buildings and facilities.

## b. External Condition Analysis

Opportunities and threats faced in developing human resources in non-starred hotels include:

## 1) Opportunities

- a) Becoming an accommodation option for tourists due to affordable prices
- b) Strategic location, ensuring adequate room occupancy
- c) Support from the local government in providing training

## 2) Threats

- a) Establishment of star-rated hotels in Lahat Regency
- b) Manual systems, resulting in a lack of digital skills and technological understanding
- c) Unclear career promotions or job levels

To find the right strategy, it is necessary to weight and rate the results of the identification of existing internal and external factors. The following is a description of these two factors:

**Table 2. IFAS Matrix for Human Resource Improvement in Non-Star Hotels**

Internal Strategic Factors	Rating	Weight %	Score
<b>Strength</b>			
Many tourist attractions have been added to Lahat Regency, leading to an increase in the number of tourists visiting.	3	0,13	0,39
Providing a comfortable, clean, and affordable stay, with a strong family atmosphere.	3	0,13	0,25
Support from the government's Tourism Office to increase regional revenue through various tourism activities.	3	0,13	0,39
Affordable rates and amenities for accommodation	2	0,08	0,16
<b>Total Strength</b>	<b>10.5</b>	<b>0.47</b>	<b>1.19</b>
<b>Weakness</b>			
There is no dedicated budget for developing human resources.	3	0,13	0,16
Human resource development has not been optimally implemented.	3	0,13	0,39
Lack of paid promotion capacity and reliance on organic reviews.	3	0,13	0,39
Buildings and facilities are poorly maintained.	2.5	0,1	0,25
<b>Total Weakness</b>	<b>10.5</b>	<b>0.49</b>	<b>1.19</b>
<b>Total</b>	<b>21</b>	<b>1</b>	<b>2.38</b>

Source: Author's Processing (2025).

Then, to analyze external strategies, the EFAS matrix will be used, which in this study consists of 3 (three) statement items in the opportunity study and 3 (three) statement items in the threat study as follows:

**Table 3. EFAS Matrix for Human Resource Improvement in Non-Star Hotels**

Internal Strategic Factors	Rating	Weight %	Score
<b>Opportunity</b>			
An accommodation option for tourists due to its affordable prices.	4	0,13	0,52
Strategically located, ensuring adequate room occupancy.	4	0,13	0,52
Local government support for training.	4	0,13	0,52
<b>Total Opportunity</b>	<b>12</b>	<b>0.39</b>	<b>1.56</b>
<b>Threats</b>			
The establishment of a star-rated hotel in Lahat Regency	3	0,09	0,27
The system is still manual, resulting in a lack of digital skills and technological understanding	3	0,09	0,27
Unclear career promotions or job levels	3	0,09	0,27
<b>Total Threats</b>	<b>9</b>	<b>0.23</b>	<b>0.81</b>
<b>Total</b>	<b>19</b>	<b>1</b>	<b>2.37</b>

Source: Author's Processing (2025).

Based on the SWOT analysis above, the grand strategy matrix is as follows:



**Figure 3. SWOT Quadrant Matrix**

Source: Primary Data Processing Results (2025)

The SWOT analysis diagram indicates that non-star hotels in Lahat Regency are in quadrant I, meaning they possess strengths and opportunities that can be utilized to improve the quality of human resources in non-star hotels, making them suitable accommodations for tourists. The appropriate strategy for non-star hotel managers is to employ a growth-oriented strategy, or a strategy that supports aggressive growth policies by leveraging the strengths and opportunities available at non-star hotels in Lahat Regency.

Based on the internal and external analysis above, the next step is to develop a SWOT matrix. This matrix clearly illustrates how external opportunities and threats can be aligned with the strengths and weaknesses of non-star hotel managers in Lahat Regency.

**Table 4. SWOT Analysis Matrix Strategy**

	<b>Strengths (S)</b>	<b>Weaknesses (W)</b>
	1. Proximity to numerous tourist attractions with increasing visitor numbers. 2. Comfortable, clean, and affordable guest experience with a strong hospitable atmosphere. 3. Support from the local Tourism Office to increase regional revenue. 4. Competitive pricing and accessible facilities.	1. Lack of a dedicated budget for human resource development. 2. Suboptimal implementation of staff quality improvement programs. 3. Limited paid promotion capacity and high reliance on organic reviews. 4. Deteriorating building conditions and poorly maintained facilities.
<b>Opportunities (O)</b>	<b>SO Strategies</b>	<b>WO Strategies</b>

<p>1. Becoming the preferred accommodation for budget-conscious travelers.</p> <p>2. Strategic locations ensuring high occupancy rates.</p> <p>3. Availability of government-led training programs.</p> <p><b>Threats (T)</b></p> <p>1. Competition from newly established star-rated hotels in Lahat.</p> <p>2. Prevalent manual systems leading to low digital literacy.</p> <p>3. Unclear career paths and promotion structures.</p>	<p>1. Planning HR quality development specifically in the service sector.</p> <p>2. Establishing service standards across all types of non-star accommodation.</p> <p>3. Ensuring government consistency in supporting activities and budget allocation for HR development.</p> <p><b>ST Strategies</b></p> <p>1. Conducting comprehensive workforce analysis, including staffing levels, compensation, and clear work regulations.</p> <p>2. Implementing staff evaluations based on attitude, skills, service standards, and guest feedback.</p> <p>3. Leveraging educational attainment to maximize productivity and job opportunities.</p>	<p>1. Allocating specific funding for staff competency improvement.</p> <p>2. Implementing regular evaluations and providing coaching for staff facing performance hurdles.</p> <p>3. Encouraging staff participation in seminars and training focused on digital marketing and technology.</p> <p><b>WT Strategies</b></p> <p>1. Raising community awareness regarding the need for tourism competencies to remain competitive.</p> <p>2. Advocating for non-formal government institutions to support skill development for the economically disadvantaged.</p> <p>3. Urging managers of non-star hotels to prioritize training and development programs.</p>
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Source: Author's Processing (2025).

## Conclusions

Based on the research results, it can be concluded that the implementation of human resource development in non-starred accommodations in Lahat Regency is not yet optimal. This is due to obstacles faced from the educational background of each employee, which is not from the tourism sector, communication in human resource development, and mastery of technology, which is considered not yet fully implemented in work processes. The opportunities from this research include: many tourist attractions are accompanied by an increase in the number of tourists visiting Lahat Regency; providing a comfortable, clean, and affordable accommodation experience with a strong family atmosphere; support from the government's tourism office to increase regional revenue through various tourism activities; and affordable prices and facilities. Weaknesses: there is no specific budget for developing human resources, human resource development has not been optimally implemented, minimal paid promotion capacity and reliance on organic reviews and poorly maintained buildings and facilities.

Recommendations for Non-Starred Hotel Managers are establish service standards for various types of non-starred accommodations, plan by analyzing staffing, the number of employees, the amount of compensation to be provided to employees, when conducting employee training, establishing work regulations, and most importantly, clarifying the quality and number of employees needed to achieve goals and evaluate employees based on attitude, skills, work standards, service, cleanliness, accuracy, job knowledge, creativity, work quality, cooperativeness, personal qualities, reliability, and evaluations from hotel guests. For Regional Governments are planning is needed for developing human resource quality, especially in the service sector, consistent government support for activities and budgeting for human resource quality development, and developing resources by attending seminars or training in promotional activities and the use of digital technology.

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