



**EXPLORING HUMAN RESOURCE DEVELOPMENT IN SERDANG WETAN
TOURISM VILLAGE, TANGERANG REGENCY**

Oleh

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Abstract

Serdang Wetan Tourism Village, located in Legok District, Tangerang Regency, although it has great potential, this village faces challenges in tourism development, especially human resource development. The aim of this research is to identify threats to human resource development and analyze human resource development strategies in the Serdang Wetan Tourism Village. The method used is a qualitative approach. Informants were selected using a purposive sampling technique, including the Head of Serdang Wetan Village, the Director of BUMDes (Village-Owned Enterprises) of Serdang Wetan Village, a representative of the business owners' group, and a community representative. Data were collected through interviews and field observations. The data analysis technique employed is interactive analysis. Findings show that low skills in tourism management, low community participation, and limited institutional support hinder tourism development. Improvement strategies include tailored training programs, empowering Tourism Awareness Groups (Pokdarwis), fostering collaboration with educational institutions, and utilizing digital marketing tools. This research underlines the importance of participatory and community-based human resource development in achieving tourism growth and increasing the competitiveness of villages as tourist attractions.

Keywords: Tourism Village, Human Resources, Serdang Wetan Tourism Village, Tangerang Regency

INTRODUCTION

Serdang Wetan Tourism Village is a tourism village in the developing category located in Legok District, Tangerang Regency. This category is issued by the profile data collection and analysis platform for determining the classification of tourism villages, namely the Tourism Village Network Application (*Jadesta*) issued by the Ministry of Tourism and Creative Economy (Kemenparekraf). Serdang Wetan Tourism Village is a tourist attraction with great potential in the tourism sector. This is because the Serdang Wetan Tourism Village has natural

resource potential in 4.5 hectares of bent land. This village carries the concept of "Nu Desa Ecotourism" with a village retention basin (*embung*). In this village, there are various attractions such as culinary, retention basin, and fishing.

Serdang Wetan Village, with its population of 14,418 people, is the most populous village in Legok District, making it a significant area for local economic activities and social interactions. The village's unique bent land (commonly referred to as non-productive or fallow land) has been creatively



utilized by local tourism village managers in collaboration with key community groups, including the Tourism Awareness Group (*Pokdarwis*) and MSME actors. These collaborations have paved the way for initiatives that aim to harness the natural and cultural resources of Serdang Wetan, transforming it into a promising tourist attraction. Despite its potential and strategic community partnerships, the village faces notable challenges in advancing its tourism sector. One of the primary hurdles is the development of human resources, as many locals lack the skills and training required to meet the demands of a thriving tourism industry. Enhancing the capabilities of community members through targeted education and training programs is essential to create a sustainable tourism model. Addressing these challenges can significantly boost the local economy, increase employment opportunities, and improve the overall standard of living for the residents of Serdang Wetan Village.

Suansri (2018) emphasized that the success of tourism villages depends greatly on the active involvement of local communities in planning, implementing, and evaluating tourism activities. This participatory approach not only increases community ownership of tourism projects but also ensures that the economic benefits of tourism are distributed fairly among community members [1]. This was also stated by Kristiana and Nathalia (2022) regarding the need for community participation in developing tourist attractions, one of which is tourism villages [2].

Based on data from the Tangerang Regency Tourism Office (2023), the number of tourist visits to the Serdang Wetan Tourism Village has decreased. In 2021, 550 tourists were recorded as coming, then in 2022, it fell to 460 tourists. Apart from the need for physical development, qualified tourism human resource capacity is needed. Based on initial survey results, show that around 60% of tourism

business actors in this village have not received formal training related to tourism and business management. This lack of training and knowledge has implications for the quality of services offered to visitors, potentially impacting their overall experience and satisfaction. Training programs that focus on areas such as sustainable tourism practices are vital to equip local entrepreneurs with the skills needed to compete in the evolving tourism landscape [3]. Additionally, empowering local communities through education and skills development can foster better engagement and collaboration in promoting the village as a tourist attraction [4].

Human resources are an important element in the progress of the tourism sector. The important role of human resources in this sector is because people are a very vital asset in most organizations. Especially in service-based organizations, human resources are a key factor in achieving successful performance [5]. As in the tourism industry, where companies have direct intangible relationships with consumers, in this case tourists, it depends on the ability of individual employees to attract interest and create pleasure and comfort for tourists [6]. Fayos-Solà and Cooper (2018) revealed that sustainable training programs based on local needs can increase community capabilities in managing and developing tourism businesses [7]. In addition, Suhandi et al. (2022) emphasize the importance of a participatory approach in human resource development, where local communities are involved in every stage of development, from planning to evaluation [8].

Previous research such as that conducted by Meirejeki et al. (2018) and Setiawan (2016) revealed that human resource development is a key factor in the success of managing tourism villages [6,9]. The study by Meirejeki et al. (2018) proves that training programs for communities in tourism villages can help manage tourism potential [9]. Fitriani (2018) found that there are inhibiting factors in



human resource management so efforts are needed to improve human resource management in tourism villages [10]. According to research results by Ikhwanto (2020), the development of tourism villages has socio-cultural impacts, one of which is improving the quality of human resources. This shows that the development of tourism villages has a positive impact on society [11]. Santoso et al. (2022) stated that problems related to human resources in tourism villages can be overcome by providing training aimed at increasing community capacity [12].

While previous research has emphasized the importance of community involvement and human resource capacity in tourism villages, this study specifically addresses the research gap concerning the human resource challenges faced by Serdang Wetan Tourism Village and explores strategies to overcome these barriers. The novelty of this research lies in its focus on human resource development strategies tailored to the unique context of Serdang Wetan Tourism Village. Despite its considerable potential, Serdang Wetan encounters significant challenges in human resource development, which are critical to ensuring its long-term sustainability and growth as a tourism destination.

Based on the description above, the research questions to be studied are as follows:

- RQ1: What are the challenges in developing human resources in the Serdang Wetan Tourism Village?
- RQ2: What is the strategy for developing human resources in the Serdang Wetan Tourism Village?

The aim of this research is to identify challenges in human resource development and analyze human resource development strategies in the Serdang Wetan Tourism Village.

LITERATURE REVIEW

Tourism Village

Tourism villages are a tourism development concept that emphasizes the

active participation of local communities in the management and provision of tourism products. According to Pitana and Diarta (2020), tourist villages aim to preserve local culture and environment and improve the economic welfare of the community through the tourism sector [13]. Tourist villages offer authentic experiences for tourists, which include people's daily life, handicrafts, traditional culinary delights and cultural activities.

A study by Suansri (2018) emphasizes that the success of tourism villages depends greatly on the active involvement of local communities in planning, implementing and evaluating tourism activities [1]. This participatory approach not only increases community ownership of tourism projects but also ensures that the economic benefits of tourism are distributed fairly among community members.

Human Resource Management

Human resource management is the process of managing individuals in an organization to achieve predetermined goals. In the context of tourist villages, HR management covers various activities, including recruitment, training, development and empowerment of local communities. According to Dessler (2020), effective HR management can improve the performance and productivity of individuals and the organization as a whole [14].

Research by Armstrong and Taylor (2019) shows that training and development are key components in HR management. Training aims to improve an individual's skills and knowledge so they can carry out their duties better, while development focuses on increasing an individual's long-term capacity to fill a larger role in the future [15].

In the context of tourist villages, research by Smith et al. (2021) revealed that sustainable training programs based on local needs can increase community capabilities in managing and developing tourism businesses [16]. In addition, research by Brown (2022) emphasizes the importance of a participatory



approach in human resource development, where local communities are involved in every stage of development, from planning to evaluation [17].

RESEARCH METHOD

The method used is a qualitative approach. This method was chosen because it allows researchers to gain an in-depth understanding of the conditions, challenges and strategies for developing human resources in the Serdang Wetan Tourism Village. This research was conducted in Serdang Wetan Tourism Village, located in Legok District, Tangerang Regency.

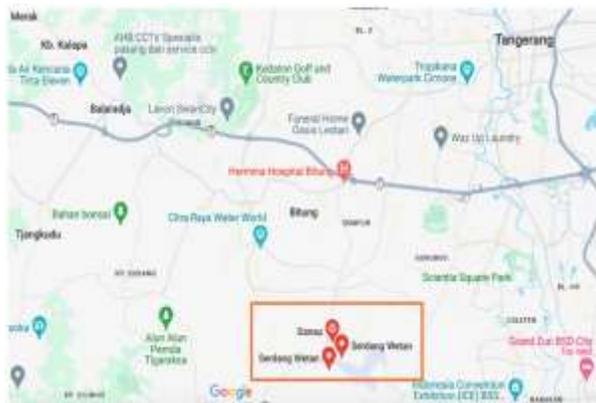


Figure 1. Research Location

The data sources were selected using the purposive sampling method. Purposive

sampling is applied to gather information from individuals who have a deep understanding of the issues being investigated [18]. The selected informants are considered key persons, including (1) Head of Serdang Wetan Village; (2) Director of BUMDes (Village-Owned Enterprises) of Serdang Wetan Village; (3) representative of business owners' group; and (4) community representative. A qualitative approach is carried out by collecting data, analyzing, interpreting and writing reports. Data collection is carried out at the research site or selected location as well as holding conversations with related people according to characteristics to gather accurate information [19]. The data analysis technique used is interactive analysis as described by Miles and Huberman [20].

This study was conducted to identify the challenges faced by community. The second aspect of the study involves formulating actionable strategies to overcome these challenges in Serdang Wetan Tourism Village. The results of the identification and the strategies formulated can serve as recommendations for human resource development, which ultimately can drive tourism development. The overall research framework, as illustrated in Figure 2, outlines the process of identifying challenges, formulating strategies, and translating these strategies into actionable recommendations.

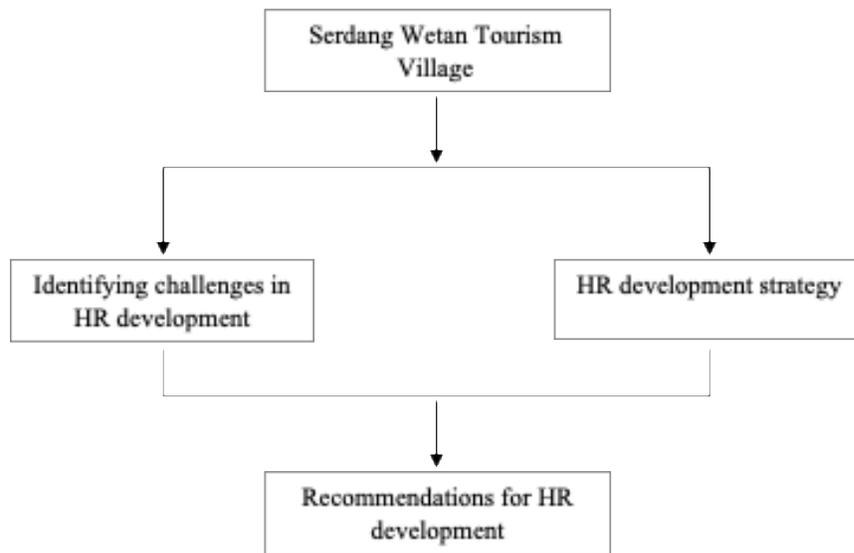


Figure 2. The Research Framework

RESULT AND DISCUSSION

Profile of Serdang Wetan Tourism Village

Serdang Wetan Village is located in Legok District, Tangerang Regency, Banten Province, along Jalan Raya Curug-Tigaraksa. Geographically, it lies in the southern part of Tangerang Regency, covering an area of 402.418 hectares, and is made up of 6 Citizens Associations (Rukun Warga) and 22 Administrative Neighborhood Units (Rukun Tetangga). The village area is situated within Legok District and includes a densely populated residential area, various industries, and several homes.

Additionally, Serdang Wetan Village is traversed by the Otonom Highway, which serves as a key land transportation route in Tangerang Regency. The village is approximately 18 kilometers from the Tangerang city center, accessible via a Provincial/Regency Road. The regional boundaries are as follows:

- To the north, it borders Curug Kulon and Curug Wetan Villages
- To the south, it borders Palasari and Mekar Jaya Villages

- To the west, it borders Serdang Kulon Village
- To the east, it borders Rancagong Village



Figure 3. Maps of Legok District



Discussion

The research results show that there are challenges in developing human resources in the Serdang Wetan tourism village. One of the main challenges in developing human resources in the Serdang Wetan Tourism Village is the lack of specific skills in the field of tourism and business management. According to the Director of BUMDes (Village-Owned Enterprises) of Serdang Wetan Village:

"There are still many tourism business actors in this village who have not received formal training, especially related to tourism. The training I received was about MSMEs."

As noted by the BUMDes of Serdang Wetan Village, many entrepreneurs in the village have not received formal training related to tourism, with available training primarily focused on MSMEs. In fact, enhancing the capacity of the community is essential to support the development of tourism villages [21]. Without adequate skills and knowledge, local business owners struggle to innovate and meet the demands of tourists, which in turn limits the attractiveness of Serdang Wetan as a tourist attraction. This situation is exacerbated by the lack of effective communication channels between training providers, local business actors, and tourism managers, leading to poorly aligned training programs that fail to address the actual needs of the community. Addressing this skills gap requires a multifaceted approach, starting with improved communication between all stakeholders involved. Establishing structured dialogue and feedback mechanisms can help identify the specific training needs of local entrepreneurs, enabling the design of targeted programs that focus on tourism skills, digital marketing, and customer service. Effective communication is a fundamental element in sustainable human resource development, particularly in the tourism sector, where community participation and

collaborative efforts are key. By fostering better engagement and collaboration between community members, tourism managers, and external stakeholders, Serdang Wetan Tourism Village can create a more skilled and capable human resource, thereby enhancing its competitiveness and appeal as a tourist destination.

The business that is growing in Serdang Wetan Tourism Village is the culinary sector. A representative of the business owners stated:

"Most of the businesses here are related to food and beverages, because tourism is not yet fully developed, so our customers are mainly the local community. If tourism grows, our businesses will also advance further."

The culinary sector is a major focus of economic activity in Serdang Wetan Tourism Village, with numerous local businesses offering a variety of food and beverage products. Despite this vibrant sector, the current state of local tourism remains underdeveloped, resulting in a customer base that primarily consists of local residents rather than visitors from outside the area. Business owners in the village recognize that improving tourism could unlock a much larger market, providing the influx of visitors needed to boost demand and accelerate growth in the culinary sector. The potential expansion of tourism is seen as a critical driver for local economic development, as it could attract more visitors, increase consumer spending, and create opportunities for business innovation. As highlighted by Kristiana and Nathalia (2021), enhancing tourism in Serdang Wetan could serve as a catalyst for broader economic gains, linking tourism growth directly to the advancement of local enterprises [22]. This suggests that strategic efforts to promote and develop tourism would not only increase visibility for the village but also elevate the economic prospects of the



area, benefiting the culinary sector and the wider community.

Human resource development in the village tourism sector does not only require training but also community participation in the planning and management process. Based on research by Suansri (2018) and Kristiana and Nathalia (2022), the success of tourism villages really depends on community participation [1,2]. The Head of Serdang Wetan Village said:

"Community participation is still low because they don't understand the benefits of tourism."

This lack of participation can be caused by internal factors, such as low community awareness and motivation, as well as external factors, such as a lack of support from relevant institutions in initiating community-based training. The community plays a crucial role in providing tourism services and products, preserving cultural heritage, maintaining environmental sustainability, and enhancing local economic empowerment [23]. On the other hand, community representatives said that:

"We have not been fully involved in plans related to tourism development. Training on tourism has also never been provided."

Based on the findings, the development of human resources in Serdang Wetan Tourism Village faces several significant challenges. The analysis can be broken down into three main areas: skills gap, communication issues, and lack of community participation.

In developing human resources for the Serdang Wetan Tourism Village, several strategic steps are essential. Investing in human resources plays a crucial role in enhancing the well-being of the local community [24]. First, implementing training programs tailored to local needs is crucial. These programs should aim to enhance specific skills relevant to the

village's tourism potential, such as tour guiding, customer service, homestay management, and entrepreneurship. The training should involve experienced local practitioners and be based on a needs analysis to ensure its alignment with field conditions. For instance, tour guide training could incorporate local cultural and historical knowledge, providing added value for visitors.

Secondly, empowering Tourism Awareness Groups (Pokdarwis) is vital. Pokdarwis plays a significant role in developing local human resources by acting as a primary driver for the community in planning and executing tourism activities. In Serdang Wetan, empowering Pokdarwis includes providing them with basic training in tourism and destination management. This participatory approach is effective, as highlighted by Suhandi et al. (2022), who emphasize the importance of community involvement at every stage of human resource development [8].

Furthermore, collaboration with educational institutions and regional governments is another key strategy. The Serdang Wetan Tourism Village can partner with universities to facilitate practice-based training, allowing faculty members to contribute fresh knowledge to the village. Additionally, local governments can provide the necessary facilities and funding to support ongoing training activities. Such collaborations enable the village to tap into broader resources and build a competent human resource

Lastly, utilizing technology for tourism promotion and management is essential in the digital age. Enhancing human resource skills in digital marketing, such as using social media for promotion and managing tourist reviews, can significantly boost the village's appeal. Social media can encourage people to visit [25]. Developing a simple application with information about village attractions can also help extend market reach and increase tourist visits, further contributing to the village's tourism growth. The following is the model for



human resources development in Serdang Wetan Tourism Village.

Based on the explanation above, it is evident that the challenges in human resource development in Serdang Wetan Tourism Village primarily arise from three key issues. First, there is a lack of tourism-specific skills among the local workforce, which impedes the ability to provide high-quality services to tourists. Second, communication gaps between various stakeholders, including community members, tourism managers, and local authorities, hinder effective collaboration and decision-making. Finally, there is a low level of community awareness and motivation regarding the potential benefits of tourism, which affects the community's willingness to engage in tourism-related activities.

To address these challenges, several strategic steps for HR development have been proposed. For these strategies to be successful, active community participation and stakeholder involvement are crucial. The Tourism Awareness Groups (Pokdarwis) must play a central role in coordinating and promoting tourism activities, ensuring that the local

community is directly engaged in the process. Support from local government bodies is essential to secure the necessary resources and implement policies that promote tourism. Additionally, partnerships with universities can provide opportunities for practice-based training, helping students gain hands-on experience while contributing to the development of the tourism sector.

The expected outcomes of these initiatives include the enhancement of local skills and improvement of service quality, resulting in better tourist experiences. Increased community participation in tourism activities will foster a greater sense of ownership and pride in the village's development. As a result of improved promotion and visibility through digital marketing and community engagement, tourism in Serdang Wetan is expected to grow, attracting more visitors and contributing to the overall economic and social development of the village. The model for human resources development in Serdang Wetan Tourism Village can be seen in Figure 4.

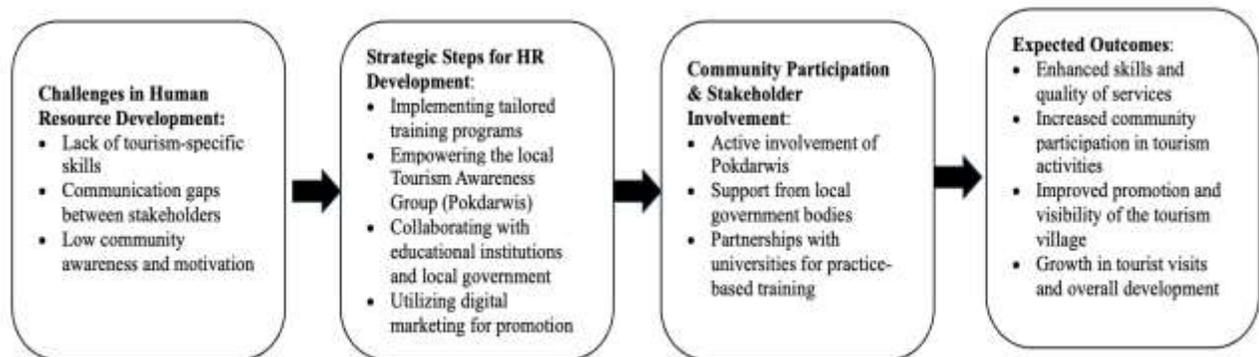


Figure 4. Model for Human Resources Development in Serdang Wetan Tourism Village

CONCLUSION

The development of Serdang Wetan as a tourism village is primarily constrained by challenges related to human resource capacity and community engagement. The research reveals a significant gap in specific skills

required for tourism and business management among local business actors. Many of these individuals have limited formal training and a lack of understanding about tourism's potential benefits. This skills deficiency adversely affects the quality of tourism services and



undermines the village's competitiveness as an attractive destination for visitors. Without addressing these gaps, the village will struggle to realize its full potential in tourism development.

Suggestions

To address these challenges, a comprehensive and multi-faceted approach to human resource development is essential. One of the key strategies is the implementation of tailored training programs designed to equip local stakeholders with crucial skills in areas such as tour planning, tour guiding, homestay management, and customer service. These programs should be specifically aligned with the tourism potential of Serdang Wetan. Moreover, the active involvement of Tourism Awareness Groups (Pokdarwis) can play a vital role in promoting community participation and facilitating the organization and management of tourism activities, fostering a more cohesive and effective tourism environment.

In addition, partnerships with educational institutions and regional governments can provide significant support to enhance the village's tourism initiatives. These collaborations can offer valuable resources for training programs and facilitate knowledge transfer to build the necessary expertise within the community. Finally, the adoption of digital tools for marketing and management is crucial in expanding the village's reach to a broader audience. By embracing technology, Serdang Wetan can effectively promote its tourism offerings and manage its resources more efficiently. Through these combined efforts, Serdang Wetan can improve its human resource capacity, elevate service quality, and attract more visitors, ultimately fostering sustainable growth in the tourism sector.

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HALAMAN INI SENGAJA DIKOSONGKAN