

# Training Models to Improve Human Resources Professionalism Rafa Beauty Clinic

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## ABSTRACT

The era of globalization and the rapid development of the beauty industry demands the need for professional human resources in beauty clinics to be very important. The professionalism of human resources in beauty clinics includes aspects such as technical skills, knowledge of beauty procedures, communication skills, service ethics, and compliance with applicable safety standards and regulations. The purpose of this study was to determine the readiness of the training model and handling of obstacles to improve the professionalism of human resources at the Rafa Beauty Clinic. The research design was descriptive qualitative. Participants in this study were the leaders and employees of the Rafa Beauty Clinic. Data collection techniques used observation, interviews and documentation. The results showed that the Rafa Beauty Clinic chose the Kirkpatrick Training Model training model. The obstacles faced in training were the small training budget and the slowness of employees in understanding the training material. Efforts to overcome obstacles include increasing the allocation of training budget and periodic evaluation.

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## 1. INTRODUCTION

The rapid development of technology and globalization has brought major changes to the dynamics of industry, including the beauty industry. In this condition, human resources (HR) play a central role as a determinant of the success and competitiveness of an organization. As public awareness of the importance of self-care and appearance increases, the beauty industry in Indonesia has experienced very rapid growth. This is reflected in the increase in the number of cosmetic companies by 21.9%, namely from 913 companies in 2022 to 1,010 companies in mid-2023. Not only that, the export value of cosmetic products, fragrances, and essential oils reached USD770.8 million during the period January–November 2023 (Limanseto, 2024). This data shows that the beauty industry has promising prospects and a significant contribution to the national economy.

However, behind this growth, there are major challenges faced by beauty clinics, especially in terms of maintaining service quality. One of the main challenges is related to the professionalism of the human resources they have. This professionalism includes not only technical skills and knowledge of beauty procedures, but also communication skills, service ethics, and compliance with applicable safety standards and regulations (Minerva et al., 2019). In reality, there are still many beauty clinics in Indonesia that have not been able to provide competent workers due to the lack of formal training and the absence of adequate certification. As a result, the quality of service provided to customers is not optimal and can have an impact on customer satisfaction and loyalty.

Previous studies have shown that the low level of professionalism of human resources in beauty clinics is caused by the lack of structured and ongoing training. Fatimah (2022) stated that

most of the training provided is only basic and does not include advanced skills development. In fact, the needs of the beauty industry are very dynamic and continue to develop following global trends. Honifa et al. (2021) also added that without advanced training, employees find it difficult to keep up with increasingly complex technological developments and service standards. Not only technical aspects, interpersonal communication and service ethics are also important aspects that need to be improved, considering that the interaction between employees and customers greatly affects the quality of the customer experience (Saputra, 2023).

In response to these conditions, the need for an effective and contextual training model is very urgent. Training specifically designed for the beauty industry must be able to improve employee competency as a whole, both technically and non-technically. The training model must support the achievement of service standards set by the government, as stipulated in the Regulation of the Minister of Health of the Republic of Indonesia Number 1189/MENKES/PER/2010 concerning the production of medical devices and household health supplies. However, the implementation of this regulation in the field still faces obstacles, especially related to limited training budgets, limited time for implementation, and lack of access to experienced trainers (Dewi, 2020). As a result, there is a gap in the quality of service between clinics in big cities and those in the regions.

One solution that is starting to be widely applied in HR training is the blended learning approach, which is a combination of face-to-face learning and online learning. This approach has proven effective in increasing the flexibility and effectiveness of training, as well as providing easy access for training participants (Akhmadi, 2021). A study by Lolong et al. (2022) showed a significant increase in participant knowledge after participating in training with the blended learning method. The success of training is not only determined by the content of the material, but also by three main factors, namely people, processes, and technology (Tjahyono & Darto, 2024). Therefore, effective training requires careful planning and continuous evaluation to ensure the achievement of the expected results.

In terms of evaluation, the Kirkpatrick model is one of the most frequently used approaches to measure training effectiveness. This model consists of four levels of evaluation, namely reaction, learning, behavioral change, and final results (Rahmawati et al., 2021). Comprehensive evaluation from the planning stage to post-training is very important to ensure that training has a real positive impact on HR competence and performance. In addition, evaluation also provides feedback for policy makers in improving and developing training programs in the future (Faizin & Kusumaningrum, 2023). Thus, a good training model does not only rely on teaching methods, but also on a continuous and objectively measurable evaluation system.

Based on the background, this study aims to develop and evaluate an effective training model in improving HR professionalism at Rafa Beauty Clinic. This study is expected to provide practical contributions to clinic management in designing relevant and applicable training programs according to the needs of the beauty industry. In addition, theoretically, this study also provides a contribution to the development of human resource management science, especially related to competency-based training in the beauty services sector. Through this study, it is expected to find training strategies that not only improve employee technical skills, but also form a professional attitude and high work ethics in providing services to customers.

## 2. RESEARCH METHODS

This study uses a qualitative descriptive approach that aims to describe in depth the phenomena related to the readiness of the training model and handling of obstacles in improving the professionalism of human resources (HR) at the Rafa Beauty Clinic. This approach was chosen because it is in line with the characteristics of the problem that is to be revealed contextually and holistically, without manipulation of the research variables. Descriptive qualitative research allows researchers to interpret the meaning, process, and social dynamics that occur in the field through the direct experiences of the participants involved. Therefore, the results of the study are expected to be able to describe reality authentically based on the perceptions and views of the research subjects.

The implementation of this research was conducted at the Rafa Beauty Clinic located in the city of Bandung. The selection of the location was based on the relevance of the context and

suitability with the focus of the study, namely on efforts to improve HR professionalism through internal training. The research implementation time lasted for more than one month, from February 20 to March 25, 2025, to ensure that the data collection process was optimal and in-depth. Research informants were selected purposively, namely those who had direct involvement in the planning and implementation of HR training. Informants consisted of clinic leaders, managerial staff, and front office employees and therapists who were participants in the training program. The selection of these informants took into account their capacity to provide relevant, valid, and substantial information regarding the objectives of the study.

In data collection, researchers used three main techniques that complement each other: observation, in-depth interviews, and documentation. Observations were conducted directly on training activities, including interactions between trainers and participants, the application of learning methods, and the atmosphere and dynamics of the training class. This technique provides a visual and real-life picture of behavior that occurs during the training process. In-depth interviews were conducted in a semi-structured manner, aiming to explore the views, experiences, and challenges felt by informants related to the training model applied. Meanwhile, documentation was conducted by collecting important documents such as training modules, training attendance, implementation reports, and internal clinic policies that are relevant to HR training management. These three techniques are used triangulatingly to confirm and validate data, so that the results obtained have a high level of trust and consistency.

The data analysis process was carried out inductively by referring to the Miles and Huberman analysis model, which includes three main stages: data reduction, data presentation, and drawing conclusions. Data reduction is carried out by sorting, sorting, and simplifying information based on relevance to the focus of the research. The data is then presented in a descriptive narrative form, grouped based on main themes such as training readiness, implementation obstacles, problem-solving strategies, and impacts on improving HR professionalism. In the conclusion-drawing stage, researchers conduct in-depth reflection to identify patterns, relationships between qualitative variables, and provide interpretations of field findings. This analysis process takes place repeatedly (iteratively) so that researchers truly understand the context and meaning of each data collected.

Overall, this research method is designed to produce a comprehensive and in-depth understanding of the HR training model at Rafa Beauty Clinic. With a qualitative approach, this study not only focuses on the results of the training, but also on the processes, perceptions, and social dynamics that accompany it. In addition, this study also considers contextual factors such as organizational culture, managerial structure, and characteristics of training participants as an integral part of understanding the effectiveness of the program. It is hoped that the results of this study can contribute to the preparation of a more structured and sustainable HR training strategy, not only at Rafa Beauty Clinic, but also as a relevant model to be applied in similar clinics in a broader context.

### **3. RESULTS AND DISCUSSION**

The results of the study show that Rafa Beauty Clinic has adopted the Kirkpatrick training model in an effort to improve the professionalism of its human resources. This model was chosen because of its ability to evaluate training comprehensively through four levels, namely reaction, learning, behavior, and results (Rahmawati et al., 2021). In the initial stage, the clinic leader prepared training needs based on the results of employee performance evaluations and customer input. Training materials are designed with reference to standard beauty service procedures, customer communication ethics, and work safety protocols. In addition, the training also includes soft skills aspects such as interpersonal skills and work discipline which are very relevant to improving the quality of customer service.

However, this study found several obstacles in implementing training, including budget constraints and participants' difficulty in understanding the material presented. Budget constraints limit the frequency of training, so that not all employees can participate in training regularly. On the other hand, some employees, especially those who are not yet familiar with digital learning methods, experience obstacles in participating in blended learning-based training sessions that combine face-to-face and online (Akhmadi, 2021; Lolong et al., 2022). In addition, differences in educational

background and work experience also affect the level of participants' understanding of the training material.

To overcome these obstacles, the management of Rafa Clinic implemented several strategies, including increasing the allocation of training budget, providing materials in the form of easy-to-understand modules, and conducting regular evaluations of training effectiveness. Evaluations were carried out through pre-tests and post-tests, as well as direct observation of changes in employee behavior after training. This step is in line with the principles in the Kirkpatrick evaluation model which emphasizes the importance of assessing changes in competency and work behavior after training (Faizin & Kusumaningrum, 2023).

In terms of impact, training has proven to provide a positive contribution to improving service quality. Employees show a more professional change in attitude, an increase in the use of beauty tools according to SOP, and an increase in customer satisfaction as reflected in input and testimonials received by management. In addition, regular training also creates a more disciplined and collaborative work culture in the clinic environment.

Theoretically, these findings reinforce the view that a training model designed with a systematic and measurable approach can significantly improve HR competency, especially in the service sector such as beauty clinics (Widjaja & Ginanjar, 2022; Honifa et al., 2021). This study also emphasizes the importance of the role of continuous evaluation in identifying the effectiveness of training and ensuring that the training provided actually has an impact on individual and organizational performance.

Thus, this study provides practical and theoretical contributions in the field of HR management, especially related to the development of needs-based and outcome-based training models. The training model implemented at Rafa Beauty Clinic can be a reference or prototype for other beauty clinics in Indonesia that want to improve their professionalism and competitiveness through more structured and strategic HR management.

#### 4. CONCLUSION

The implementation of the Kirkpatrick training model at Rafa Beauty Clinic has proven to have a positive impact on improving the professionalism of human resources. The evaluation conducted through four levels - reaction, learning, behavior, and results is able to provide a comprehensive picture of the effectiveness of the training program. Training that focuses on aspects of technical skills, service communication, and work ethics provides a real contribution to improving service quality and increasing customer satisfaction. Obstacles in implementing training such as budget constraints and low participant understanding can be overcome through strategies to increase managerial support, simplify materials, and implement ongoing evaluations. The blended learning approach has been proven to provide flexibility and is able to reach participants from diverse backgrounds. In addition, the involvement of leaders in the training and evaluation process also strengthens the organization's commitment to building a professional work culture. Training also plays a role in creating a conducive work environment through strengthening interpersonal relationships, open communication, and building a team spirit. This shows that training not only has an impact on individual competence, but also on the social and cultural aspects of the organization. This study confirms that good HR training management must encompass technical, strategic, and psychosocial dimensions holistically. Theoretically, the results of this study enrich the literature on HR training in the service sector, especially beauty clinics, which have not received much attention so far. From a practical perspective, the training model used at Rafa Beauty Clinic can be used as a reference for similar institutions in developing a needs-based and results-based training system. In the future, the development of the training model can be sharpened with a quantitative approach to measure the impact of training on more objective and measurable performance indicators.

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