

Abstract

This study entitled as Strategic Training and Development (Case Study in the Inna Garuda Malioboro Hotel). The purpose of this study are to (1) provide an overview of the strategy formulation process of training and development for employees, (2) Provide an overview of the strategy implementation process of training and development for employees, (3) Provide an overview of the strategy evaluation process of training and development for employees, and (4) Provide an overview of how to measure the success of the implementation of training and development strategy. This research method using qualitative methods. The technique of collecting data through interviews, observation, and documentation. Analysis of data using analysis before and during the field. Validity test used the credibility and transferability test.

This study find some of the following: (1) The description of the strategy formulation process of training and development in Inna Garuda is doing connectedness strategic goals and mission of the organization, the department needs assessments, guest comment "customer feedback", the intervention of government regulation or policy, financial and budgetary factors. (2) The description of the implementation strategy of training and development is a shared responsibility of cross-hierarchy in Inna Garuda to perform a series of processes of program development, budget, and the procedure to follow strategies that have been formulated by the organization to achieve a synergy. (3) The description of the evaluation process of training and development strategy in Inna Garuda are to evaluate the company's revenue, guest comments, and evaluation of performance in the field. (4) The description of the measure of success of a training and development strategy in Inna Garuda are when revenue increases, customer satisfaction, and decreased negative comment.

Keywords: *Strategic, Training, Human Resource Management, Human Resource Development*

Abstrak

Penelitian ini berjudul *Strategic Training and Development* (Studi Kasus di Hotel Inna Garuda Malioboro). Paper ini bertujuan untuk (1) Memberikan gambaran mengenai proses perumusan strategi pelatihan dan pengembangan karyawan, (2) Memberikan gambaran mengenai proses implementasi strategi pelatihan dan pengembangan untuk karyawan, (3) Memberikan gambaran mengenai proses evaluasi strategi pelatihan dan pengembangan untuk karyawan, dan (4) Memberikan gambaran cara mengukur keberhasilan implementasi strategi pelatihan dan pengembangan karyawan. Metode penelitian ini menggunakan metode kualitatif. Teknik pengumpulan data melalui wawancara, observasi, dan dokumentasi. Analisis data menggunakan analisis sebelum lapangan dan selama dilapangan. Uji keabsahan data dengan cara uji kredibilitas dan uji transferabilitas.

Penelitian ini menemukan beberapa hal sebagai berikut: (1) Gambaran proses perumusan strategi pelatihan dan pengembangan yang ada di Inna Garuda adalah melakukan keterhubungan tujuan strategis dan misi organisasi, evaluasi penilaian kebutuhan departemen, *guest comment* “masukan pelanggan”, campur tangan aturan atau kebijakan pemerintah, dan faktor anggaran keuangan. (2) Gambaran implementasi strategi pelatihan dan pengembangan karyawan merupakan tanggung jawab bersama lintas-hirarki yang ada di Inna Garuda dengan melakukan serangkaian proses pengembangan program, anggaran, dan prosedur untuk menindaklanjuti strategi yang telah dirumuskan oleh organisasi untuk mencapai sebuah sinergi. (3) Gambaran proses evaluasi strategi yang ada di hotel Inna Garuda adalah dengan mengevaluasi *revenue* perusahaan, *guest comment*, dan penilaian kinerja yang ada di lapangan. (4) Gambaran ukuran keberhasilan suatu strategi pelatihan dan pengembangan yang ada di Inna Garuda adalah ketika *revenue* meningkat, pelanggan puas, dan *comment* negatif menurun.

Kata Kunci: *Strategis, Pelatihan, Manajemen Sumberdaya Manusia, Pengembangan, Sumberdaya Manusia.*