

The Strategic Training And Development: Integration And Contingency For High Quality

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Abstrak

Penelitian ini disebut sebagai "Pelatihan dan Pengembangan Strategis: Integrasi dan Kontinjensi untuk Kualitas Tinggi." Dalam konteks pelatihan dan pengembangan (T&D) untuk karyawan, tujuan dari penelitian ini adalah untuk memberikan gambaran mengenai proses perumusan strategi, gambaran mengenai proses implementasi strategi, gambaran mengenai proses evaluasi strategi, dan gambaran mengenai cara mengukur keberhasilan implementasi. Pendekatan penelitian kualitatif diterapkan dalam studi kasus ini. Wawancara, observasi, dan dokumentasi adalah tiga metode yang digunakan untuk mengumpulkan data. Sumber informasi utama terdiri dari enam supervisor dan staf yang berbeda. Data dianalisis dengan menggunakan analisis yang dilakukan sebelum dan selama kerja lapangan. Uji validitas dilakukan dengan menggabungkan uji kredibilitas dengan uji transferabilitas. Berdasarkan temuan dari penelitian ini, proses perumusan strategi di T&D ditandai dengan hal-hal berikut: hubungan antara tujuan strategis dan misi organisasi; penilaian kebutuhan yang dilakukan oleh departemen; pendapat tamu; peraturan pemerintah atau tindakan kebijakan; dan masalah keuangan dan anggaran. Uraian strategi implementasi dalam T&D merupakan tugas lintas hirarki yang membutuhkan kinerja serangkaian proses, termasuk pengembangan program, penganggaran, dan prosedur untuk mengikuti strategi organisasi yang telah dirancang untuk mencapai sinergi. Strategi T&D merinci prosedur evaluasi yang mencakup evaluasi kinerja lapangan perusahaan, masukan dari pelanggan, dan pendapatan dari produk dan layanan perusahaan. Pendekatan T&D dinyatakan sebagai indikasi keberhasilan dengan adanya peningkatan pendapatan, pelanggan yang puas, dan berkurangnya umpan balik negatif.

Kata kunci: Strategi, manajemen sumber daya manusia, pelatihan, pengembangan

Abstract

This piece of research is referred to as "Strategic Training and Development: Integration and Contingency for High Quality." In the context of training and development (T&D) for employees, the goals of this study were to provide an overview of the process of strategy formulation, an overview of the process of strategy implementation, an account of the process of strategy evaluation, and an overview of how to measure the success of the implementation. The qualitative research approaches were applied in this case study. Interviews, observations, and documentation were the three methods that were used to collect data. The key sources of information consisted of six different supervisors and staff. The data were analyzed using analyses performed both before and during the fieldwork. The validity test was conducted by combining the credibility test with the transferability test. According to the findings of this study, the process of formulating a strategy in T&D is characterized by the following: the relationship between strategic objectives and the organization's mission; the needs assessments conducted by the department; guest opinions; government regulation or policy action; and financial and budgetary concerns. The description of the implementation strategy in T&D was a cross-hierarchy task that required the performance of a series of processes, including program development, budgeting, and the procedure to follow the organization's strategies that had been designed to achieve synergy. The T&D strategy detailed an evaluation procedure that included evaluating the field performance of the company, customer input, and revenue from the company's products and services. The T&D approach is stated as a success indication of increased revenue, satisfied customers, and a reduction in negative feedback.

Keywords: Strategic, human resource management, training and development

Introduction

Human resources (HR) are the most important organizational development consideration. HR is emphasized to respond to the changes in micro and macro environments as well as modern business challenges. Ulrich (1997) in Ross (2014) stated that the success of an organization depends on human resources. HR is a competitive factor, thus firms must invest in HRD through training and development. According to Jain (2005), an organization must train, encourage, reward, acknowledge, and empower its personnel to perform at their best to flourish. Each organization's performance will be efficient and effective if human resources are functioning properly. In the transfer of learning, new knowledge and the concept of intellectual capital become essential for competitive success. Strategic Human Resource Development (SHRD) concerns policies and practices resulting from organizational strategies to achieve a competitive advantage. Ross (2014) stated a successful training program reaffirms the organization's training strategy because of its strategic contribution to achieving training objectives. Successful training contributed to the successful implementation of interrelated functional strategies.

The importance of designing a training program linked to the organization's mission. The idea of strategic training was needed. However, Training and development (T&D) activities should be directly related to the mission or primary business of the organization. Watad and Ospina (1999) asserted that HR managers and trainers enhance the efficacy of managerial training programs by consciously pursuing opportunities for horizontal and vertical integration. The basic assumption of this approach is that managerial effectiveness was a prerequisite for formulating and implementing organizational strategy. SHRD was T&D that integrated vertically and horizontally with the organization's strategic objective and human resource activities. Watad and Ospina (1999) stated that training was an HR management function that contributed to increasing organizational opportunities to develop and achieve strategic goals. The study's objectives were to gain a broad understanding of how training and development (T&D) strategies are formulated, developed, and evaluated, and to provide a framework for assessing the effectiveness of existing T&D strategies. The goals of this research are to provide an account of the following: (1) Describe the process of formulating employee training and development strategies, (2) Describe the process of implementing training and development strategies for employees, (3) Describe the process of evaluating training and development strategies for employees, and (4) Describe the process of measuring the success of implementing employee training and development strategies.

Literature Review

Previous research

This investigation was conducted using previous research as a foundation. Horwitz (1999) discovered that business strategy objectives and structure determine HRD needs. Maxwell, Watson, and Quail (2004) concluded that SHRD has supporting and implementation components (HRD planning and policy, emphasis on assessment, and complementing HRM activities). According to Khalid et al. (2012), who carried out additional research, the study emphasized the need for policymakers in both the public and commercial sectors of Pakistan to respond to the proposed training approach as an innovative move to embed training in order

to inspire participatory thought and activities. According to Gorman et al. (2003), each organization is unique and has different goals, hence a tailored requirements assessment would vary. According to Jain (2005), growth-oriented organizations must train, encourage, reward, recognize, and empower their employees to achieve at their best.

Watad and Ospina (1999) found that HR managers and trainers must make deliberate efforts to provide opportunities for horizontal and vertical integration in the training experience in order to increase the effectiveness of managerial training programs. Montesino (2002) found that trainees and administrators ask how well program procedures promote training. In another study, Huda, Anika, and Khaled (2014) found that SHRD practices will ensure sector growth through HRD interventions. This study found a lack of management-employee interaction and a non-SHRD-compliant work environment. In the research done by Raymond and Croteau (2006), they stated that this study with prior research on strategic alignment. It had a configurational approach and its relationship to performance. According to the findings of Anvari, Amin, and Seliman (2010), work engagement and psychological contracts are positively related to affective commitment. Every hotel company's employees were committed to contributing to its prosperity. These employees also contributed to this success by ensuring the contentment of customers. Companies in the hospitality industry must be sensitive to the commitment requirements of their employees. The research conducted by Muhlemeyer and Clarke (1997) indicates that training management and employee knowledge are the decisive factors required to meet future organizational challenges. Their expertise became the foundation for future decisions and a strategic factor in the organization's ongoing development.

Runhaar and Runhaar (2012) stated that there are some practical implications regarding the management task in integrating the strategic commitment to the control policies that come from the government. Research conducted by Ross (2014) it is stated that successful training programs reaffirm organizational training strategies, contributing strategies to achieve training objectives. Successful training contributed to the successful execution of all interrelated functional strategies. Abukhalifeh et al. (2013) discovered in their SHRD research that hotel management and HRD may play a significant role in the effectiveness of crisis management and awareness. Hotel management employees can accomplish a crisis plan that has a direct impact on the microenvironment of the organization through the successful application of this model. According to research conducted by Eldridge (1992), corporate planning provides a strategic framework for bank staff development activities. A corporate planning cycle involving a more "client-based" analysis of requirements that can be matched with strategic objectives was required. In this study, the authors' positions and objectives concerning the formulation, implementation, evaluation, and measurement of the success of HR training and development strategy are more general and exhaustive than in previous studies used as references by authors.

Theoretical Review

According to David (2006:5) that strategic management was the science of formulating, implementing, and evaluating cross-functional decisions that enable the organization to achieve its objectives. The stages in management strategy (David, 2006:6-7) were the formulation of strategy, strategy implementation, and strategy evaluation. Making decisions was the single most important task that managers were responsible for across all types of companies and at all levels. This was one of the actions that most clearly

distinguished managers from other positions in society and was one of the acts that most symbolically represented the behavior of managers (Harrison, 1996). Five criteria was to be used in identifying and making strategic decisions (Harrison, 1996) are decisions should be directed towards defining organizational relationships with their environment, decisions must be taken the overall organization as an analytical unit, the decision should cover all the major functions undertaken within the organization, The decision should provide direction that is limited to all of the organization's administrative and operational activities. Decisions need to be of crucial importance for the overall organization's ability to achieve success over the long term. Witte (1972) (Hang and Wang, 2012) offered a more general model consisting of five major phases or steps: first, problem discovery; second, information gathering; third, alternative development; fourth, alternative evaluations; and fifth, choice.

Human resource management (HRM) is the process of managing HR (ability and intellectual assets) to achieve organizational goals (Bohlander & Snell, 2013). While the strategic HRM according to Wright and McMahan (1992:298) in Armstrong (201:48) is the dissemination pattern of planned activities intended to enable organizations to achieve its goals. The fundamental objectives of strategic HRM are to generate strategic capabilities by ensuring that organizations have skills, committed and well-motivated employees to achieve sustainable competitive advantage. The strategy typology according to Miles and Snow (1978, in Anthony, Perrewe, and Kacmar 2002) were four typologies, the first is the defender strategy which focuses on narrow lines of products and greatly maintains their position in the market against competitors, governments, and so on. Then the second was prospector strategy, prospectors always look for new markets and do effort aggressive opportunities to develop new products and new markets. The third was analyzers, analyzers strategy has a double standard: they have one product in a stable market and one in a constantly changing market. The fourth Reactor. The reactor strategy sees major changes in the environment but has difficulty changing quickly to cope with change.

Training is defined as a planned effort by a company to provide facilities to their employees to learn competencies related to their work (Noe, 2002). The training was a process of systematically changing employee behavior to achieve organizational goals where training is related to the skills and abilities of employees to carry out current work (Rivai, 2004). HRD is the preparation of humans or employees to assume higher responsibility in the organization or company (Samsudin, 2010).

Method

Research approach. This research used the qualitative method. Qualitative research was a study that produces analytical procedures that do not use statistical analysis procedures or other means of quantification (Moleong, 2014). The qualitative research design used a case study. A case study research was a study that seeks to discover meaning, investigate processes, and gain insight and deep understanding of individuals, groups, or situations (Emzir, 2010).

Research Location. This research was conducted in Inna Garuda Malioboro Hotel, Malioboro Street, Number 60, Suryatmajan, Danurejan, Yogyakarta, Daerah Istimewa Yogyakarta, Indonesia. Telephone number +62 274 566353, Faxsimile +62 274 563074. E-mail: sales@innagaruda.com (Inna Garuda, 2016).

Research Instruments. The data acquired in qualitative research might be presented in the form of words, actions, or even cues or symbols (Ahmadi, 2014). The research instrument was the researcher themselves or another person who had been properly educated. Instruments include (1) How SHRD formulation process. How SHRD implements the process. How SHRD evaluation process. How to measure the success of the SHRD process.

Data Collection Method. Research data collection techniques used interviews, observation, and documentation. Interviews, according to Sugiyono (2013: 224) interview was a collection of data where researchers can ask questions to respondents who are considered to provide valid information. In this study using semi-structured interviews, namely the first interviewer asked a series of questions that have been structured, then one by one deepened in more detail. There were a total of six people, including managers and employees, who served as key informants. Observations, according to Sugiyono (2013:377) was the basis of all knowledge. The existence of an observation and then a fact would be known which based on the world of reality. Through observation, researchers will learn about the attitude and meaning of the attitude. This observation was conducted to reinforce the results of interviews obtained by observing the Inna Garuda Malioboro hotel environment. Documentation, documents in the form of works of sculpture, film, and others. Research results become credible if supported by documentation such as history, photos, or images (Sugiyono, 2013: 396). In this study, the authors documented by using recorders, cameras, and others.

Research Data Analysis. Analysis of qualitative data was inductive, this analysis is based on the data obtained, then develops into a hypothesis. Data analysis in qualitative research is conducted before entering the field, during, and after finishing in the field (Sugiyono, 2013). Miles and Huberman (1984) in Sugiyono (2013: 404) stated that activities in qualitative data analysis are done interactively and continuously to complete, so the data is saturated. Activities in data analysis were data reduction, display data, and conclusion drawing/verification.



Data Validity Test. In this study validity test data used a credibility test and transferability test. According to Sugiyono (2013), The data credibility test was carried out by extending the period of observation, improving the level of persistence, triangulating the data, having a conversation with colleagues, conducting a negative case analysis, and performing a member check. The data transferability test was an external validity in qualitative research. This served to make others understand the results of qualitative research by making a clear, detailed, systematic, and reliable description (Sugiyono: 2013).

Results and Discussion

The Research Findings.

Strategy Formulation. The business strategy that was chosen by Inna Garuda (IG) is a quality-oriented strategy, namely: service quality and superior product quality as a competitive advantage factor amidst the tight competition of hotels in Jogjakarta.

"So, ee.. this goal was the company purpose or Inna Garuda is the revenue increasing. Well, the revenue increase itself was the first strategy with maintaining or even improving the quality of products, both the products in the room and the products in food and beverages or services." (Bambang)

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An overview of the formulating process of employee training and development strategy in Inna Garuda Hotel which is started by the GM (General Manager) determining business strategy then was translated by MPM (Manpower Manager) to create policies that support increasing revenue.

"So this was ee.. who make what ee.. planning is made by manpower manager with training officer or training manager.." (Bambang Susilo)

Then, through some sections that exist under the MPM, namely; CPA (Chief Personal Administration), Training Officer, and Legal Officer to create some programs for improving quality in order to achieve revenue increase.

"It was clear that for a hotel which has been existing for a long time such Inna Garuda automatically ee ee.. it would evaluate before evaluating the weaknesses in the existing department what happened." (Bambang Susilo).

"Yes .. if it was a matter of a need, every ee.. department needs was different so, the housekeeping had its own job itself. Ee.. in this public relations usually in.. where HRD, it will adjust what its needs." (Masyhari)

"Consumer input the data. Yes like this, so our internal was fit with something ..ee .. through the evaluation, if it was external, it was from a guest." (Bambang Susilo)



"Then if that matter can be ... ee... because of the government regulations. For example it was like this related to Occupational Health and Safety (OHS), isn't it?... ee...An expert OHS from Hotel Inna Garuda must have this additional certificate ...this...this... It just needed the education and training." (Bambang Susilo)

The process of creating SHRD that exists in Inna Garuda was to link the strategic objectives and the organization's mission, the assessment of the needs of the department, the comments made by visitors (also known as "customer input"), the intervention of government rules or policies, and the budgetary considerations.

Strategy Implementation

An overview of the implementation of SHRD at Inna Garuda was the implementation of employee training and development strategy which is a cross-hierarchical joint responsibility (among GM, MPM, Training Manager, Head of Department, and the Employees) that exist in Inna Garuda. The strategy formulation is based on the integration and interconnection between the strategic objectives and mission of the organization. It meant that every training and human resource development program must be in accordance with the organization's strategic objectives in order to become effective in making the program.

"So we summarized earlier from the department and then ... ee ... training programs ee.. depart.. department was accommodated through the MPD (manpower department) as what name is ... included in the training budget. So if it was yes that makes the policy

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in MPD, in this case, that make the training will be approved by Manpower Manager because the matter must be decided by him. (Suprihatin)

At Inna Garuda, the implementation of SHRD consisted of a number of program development processes, budgets, and procedures that were designed to follow the strategy that had been created by the organization in order to achieve synergy.

"Well, when it came to a plan on training materials, what time is it? How much did it cost? Well, this ... this was not just executed directly, this should we report to the leader to GM. Well, after we submitted it to GM, it was not closed possibility that GM will correct the term. So perhaps the material was considered to be less or maybe at a cost that was too much. But it was returned to us for its implementation." (Bambang Susilo).

In Inna Garuda, the SHRD implementation had a contingency principle, where the implementation can be done conditionally or periodically in order to suit the needs and plan. In addition, whether the trainer was from an internal or external organization was contingent.

"The implementation of what .. the educational and training strategies could be done by the trainers, the trainers from an internal side, it may suppose Mr. Supri himself or it maybe can be done also ee ... by the department head of one department or it may be also the trainers are from the outside ... like that." (Bambang)

"Well, when it came to planning on training materials, what time is it, how much does it cost. Well, this ..was not just executed directly, we must report to the leader to GM." (Bambang)

In terms of the implementation time of the training and development strategies was contingent, it can be done in several ways, namely: periodically and conditionally. Periodically meant the implementation of training and development programs can be done in 3 months once that has been structured and planned by the company. Whereas if the situational depended on the need to see the existing conditions in the field, and it does not have time to wait 3 months.

"So, actually the training should be given maybe 3 months. So the budget was like that, so then the budget is clear, all the material is clear, and the time is also clear." (Pak Bambang)

"Usually, it was usually periodical, that is, for example, that period is a matter of manners what ee ... the service can be done periodically. But if there was an incidental problem, the ee ... it does not mean that there is something like that, it just like the credit card problem ... what is .. situational and contingency." (Masyhari)

Strategy implementation needed the integration and interconnection with the strategic objectives and mission of the organization. It meant that each and every training and HRD

program must be in agreement with the organization's strategic objectives in order for the program to be more effective. The implementation of training and development strategies was contingent, it can be done in several ways, namely: periodically and conditionally. In addition, whether the trainer was from an internal or external organization was also contingent.

Strategy Evaluation

The evaluation of Inna Garuda had been conducted at various levels whether it is successful or not in its implementation of the employee training and development strategies. The evaluation of Inna Garuda itself could be done which is started from the level of the department head until the training manager, and MPD (manpower department).

"Well, I saw its implementation when I see him, how he ... ee ... serves the guests, has changed from yesterday to today." (Suprihatin)

The overview of the strategic evaluation process that has been done in Inna Garuda Hotel was through evaluating the company revenue, the guest's comment, and the performance appraisal in the field.

Success Strategy Measurement

The success of the training and development strategy programs conducted by the company is needed to be measured, in order to understand the progress which has been gained after implementing it. The success goals system measurement in the training and development strategy was to help the strategy implementation.

"We said that it is successful when the guest's comments are declined down, then ... the revenue, the revenue has increased..." (Bambang)

"Ok, ee.. the first was usually the management measure is to...the level of occupancy, it is so because that is our goal... ee...that is high occupancy rate, that is so than the high revenue. This meant that if there is increasing revenue, there is also a measurement. The second of the ee ... from the comments or guests comment or their different form from the guests. So if it was for example ...ee...is the level...ee...the complaint is a little ee .. and the praises are a lot, yes of course that is also a measurement base from...ee... of the training evaluation." (Akaha Fajar Rahman)

The success measurement of SHRD at Inna Garuda was when the revenue increases, the customers are satisfied, and the negative comments decrease.

Discussion

Strategy Formulation. This shared similarities with those of Watad and Ospina (1999), Horwitz (1999), Maxwell et al. (2004), and Ross(2014) in that the organization's created programs must be integrated in order to achieve its goals. It would lead to the organization's business goals and strategies. This meant that integration strategy played an important role in

the SHRD approach to improving organizational effectiveness. The characteristics of SHRD were focusing on obtaining a cross-hierarchical and functional perspective, and also vertical and horizontal integration. Include senior management, HR operational specialists, line managers, and their employees. The previous study also aligned with this research which found that SHRD was a cross-hierarchical and functional that refer to GM, MPM, the training manager, and also the department head perspective.

The findings of the department's needs/ evaluation assessment were similar to the study which conducted by Gorman et al. (2003). The government role which was found in Inna Garuda, it has also similar to Runhaar and Runhaar (2012) in analyzing that it focuses on strategic HR training and development that is linked with strategic objectives that are made by the government. But the new findings of the basic SHRD found those are the guest comments from customers and influence financial condition or the corporate finance increasing. Thus, the attention that was required to be paid to the strategic objectives and the mission of the organization was the formulation base of the strategic training and development in Inna Garuda Malioboro. The needs evaluation of the duties and the organization, the attention to finance, the clients or customers, and the government were also aspects that were taken into consideration in order to realize the SHRD.

Strategy Implementation. This study's findings were similar to Horwitz (1999) in that HRD specialists (MPD) and line managers are responsible for implementing training mechanisms to accomplish synergies among the various functions and business units. In order to accomplish total integration of HR training and development, this was the reason why many businesses typically combine both horizontally and vertically integrated strategies. The strategy implementation was needed to do the integration and interconnection with the strategic objectives and mission of the organization. To be effective, training and HR development programs must align with the organization's strategic goals. The implementation of training and development strategies was contingent, it can be done in several ways, namely; periodically and conditionally.

Strategy Evaluation. The evaluation of Inna Garuda was conducted at various levels whether it is successful or not in the implementation of the employee training and development strategies. The evaluation in Inna Garuda itself could be done from the level of the department head, the training manager, and MPD. The overview of the strategic evaluation process in the Inna Garuda hotel was done by evaluating the company revenue, the guest comment, and the performance appraisal in the field. The research that had been conducted by Muhlemeyer and Clarke (1997) states that when corporate success was measured in terms of finance, there was little evidence to suggest that training can improve financial performance. The findings of Muhlemeyer and Clarke (1997) also had similarities if compare to the financial performance which provides high revenue when producing good financial performance, then the implementation of training and development strategies can be said that it is successful

The measure of Strategy Success. This research also found the measurement of success is that if the employee is working well, the service quality is good then the customer commitment will be good and satisfied. It will retain the old customers, bringing new customers, the occupancy rate will be high, and the company's revenue will increase. It had

similarities with the research of Muhlemeyer and Clarke (1997) that find when the company's success was measured in terms of the finances.

Conclusion

The business strategy that had been chosen by Inna Garuda was the quality-oriented strategy, namely: the quality of service and superior product quality. The chosen strategy in Inna Garuda in realizing the competitive advantage was the defender strategy typology which is similar to Miles & Snow's typology. The description of the formulating process on the employee training and development strategy in Inna Garuda Hotel had been started by GM, MPM, and some departments available under MPM, which were: CPA, Training Officer, and the Legal Office. The factors of the formulating process of SHRD in Inna Garuda were made by connecting the strategic objectives and mission of the organization, the evaluation of departmental needs assessment, the guest comment "customer input," the government policy intervention, and the budgetary factor.

The description of the implementation process of SHRD in Inna Garuda was the cross-hierarchical joint responsibility (GM, MPM, the Training Manager, the Head of Department, and all of the Employees). . it is similar to Horwitz's research (1999). At Inna Garuda, the implementation of the staff training and development strategy consisted of a number of program development processes, budgets, and procedures to follow the strategy that had been created by the organization in order to accomplish its synergy. This was done in order to ensure that the plan was carried out effectively. Strategy implementation needed the integration and interconnection with the strategic objectives and mission of the organization. This meant that in order to be most effective, every training and HRD initiative had to be in line with the overarching goals of the company. The implementation of training and development strategies was contingent, it can be done in several ways, namely: periodically and conditionally. Periodically meant the implementation of training and development programs could be done in 3 months once that has been structured and planned by the company. In addition, whether the trainer was from an internal or external organization was contingent.



The strategic evaluation in Inna Garuda itself was started from the level of the department head, the training manager, and MPD, it is similar to the theory of David (2006). the overview of the strategic evaluation process in the Inna Garuda hotel were done by evaluating the company revenue, the guest comment, and the performance appraisal in the field. The measurement of success of SHRD in Inna Garuda was measured by some factor which was: when the revenue increased, the customers are satisfied, and the negative comments decreased. It was similar to the research of Muhlemeyer and Clarke (1997) when the success of a company was measured in terms of finances.

Study limitation

Although this research had been completed, the authors acknowledge that the study is still lacking. Which according to the authors can be a corrective material for future research. The next researcher needs the expansion of the object and research focus to a 5-star hotel. If need to increase the amount of object of research as material comparison of the process of training and development strategy that exists. Finally adding consumers as research triangulation.

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