

# Gambaran Pelatihan bagi Karyawan Organisasi Pelayanan Kemanusiaan Human Initiative melalui Human Initiative Institute = An Overview of Training for Employees of Humanitarian Service Organizations Human Initiative by Human Initiative Institute

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## Abstrak

Isu terkait dengan pengembangan sumber daya manusia di Indonesia masih memerlukan perhatian, termasuk dalam konteks organisasi pelayanan kemanusiaan seperti Human Initiative. Penelitian ini akan mendeskripsikan upaya pengembangan sumber daya manusia melalui pelatihan oleh unit Human Initiative Institute pada organisasi pelayanan kemanusiaan Human Initiative. Tujuan dari penelitian ini adalah untuk mengidentifikasi tahapan pelatihan, faktor pendukung dan tantangan yang dihadapi oleh Human Initiative dalam menyediakan sarana pengembangan pekerja melalui program pengembangan sumber daya manusia, serta manfaat upaya tersebut terhadap karyawan dan organisasi. Pendekatan yang digunakan pada penelitian ini adalah pendekatan kualitatif dengan jenis deskriptif melalui teknik pengumpulan data studi dokumen dan wawancara semi-terstruktur dengan 7 orang informan yang terdiri dari 2 orang manajer Human Initiative Institute sebagai pelaksana dan 5 karyawan bidang program sebagai peserta. Kemudian, penelitian ini menggunakan teknik pengolahan data melalui analisis kualitatif oleh Miles & Huberman dan teknik peningkatan kualitas data melalui triangulasi sumber data serta member checking melalui verifikasi dan wawancara lanjutan. Pada penelitian ini ditemukan bahwa pelaksanaan pelatihan di Human Initiative berorientasi pada kebutuhan karyawan dengan mengacu pada tahapan identifikasi kebutuhan yang mendalam melalui proses training need analysis. Hasil dari asesmen selanjutnya dikembangkan menjadi pelatihan sesuai dengan model kompetensi organisasi yang meliputi in-house training, public training, program deployment, dan on-the-job training. Dari pelaksanaan tersebut terdapat berbagai faktor pendukung pelaksanaan meliputi faktor internal seperti dukungan akan adanya pelatihan dan kesadaran karyawan, komponen penunjang pelatihan seperti trainer yang berpengalaman, dan skema pelaksanaan pelatihan secara offline. Terdapat pula baik dari segi internal yang meliputi kesibukan karyawan, kesadaran leader akan kebutuhan, pendanaan pelatihan, dan skema pelaksanaan pelatihan maupun segi eksternal yang berkaitan dengan kondisi lingkungan organisasi. Meski terdapat tantangan, komitmen Human Initiative dalam memfasilitasi kebutuhan pengkapasitasan sumber daya manusianya melalui pelatihan memberi berbagai manfaat bagi karyawan dalam menjalankan fungsinya dalam pengembangan kompetensi dan diri sebagai individu. Manfaat bagi karyawan secara langsung berkontribusi dalam keberhasilan pelaksanaan program yang selanjutnya mendukung terwujudnya citra positif organisasi, serta pengembangan organisasi.

.....Human resource development in Indonesia remains an issue that requires attention, including in the context of humanitarian service organizations such as Human Initiative. This study will describe the training efforts undertaken by the Human Initiative Institute to develop human resources within the humanitarian service organization Human Initiative. The objective of this research is to identify the stages of training, supporting factors, and challenges faced by Human Initiative in providing employee development opportunities through its human resource development program, as well as the benefits of such efforts for both employees and the organization. The approach used in this study is a qualitative approach with a

descriptive type through data collection techniques of document study and semi-structured interviews with 7 informants consisting of 2 Human Initiative Institute managers as implementers and 5 program field employees as participants. Furthermore, this study employs data processing techniques through qualitative analysis by Miles & Huberman and data quality enhancement techniques through data source triangulation and member checking via verification and follow-up interviews. This study found that training implementation at Human Initiative is oriented toward employee needs, referring to in-depth needs identification stages through the training needs analysis process. The results of the assessment are then developed into training in accordance with the organizational competency model, which includes in-house training, public training, program deployment, and on-the-job training. The implementation involved various supporting factors, including internal factors such as support for training and employee awareness, training support components such as experienced trainers, and offline training implementation schemes. There were also internal factors such as employee workload, leader awareness of needs, training funding, and training implementation schemes, as well as external factors related to the organizational environment. Despite the challenges, Human Initiative's commitment to facilitating human resource capacity building through training provides various benefits for employees in performing their functions in competency development and personal growth. The benefits for employees directly contribute to the success of the program implementation, which in turn supports the realization of a positive organizational image and organizational development.