HUMAN RESOURCE MANAGEMENT: STRATEGIC THEORETICAL PERSPECTIVE

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Abstract: The development of the strategically roles requires one paradigm shift to the program of training and development, so that it could be obtained the much deeper consideration to the purposes and goals of the development directions. The initial focus of the department of training and development was on the products. The staffs would develop the products as many as possible and offer those products to the organizations. It came to our mind, a little bit, if a program was needed or in reality, could be used. The objectives were to produce products as many as possible for being used by a group or an individual as many as possible. The shift of the training program was focused much more on the service aspect and it made the department of training and development experiencing much more progress. Here, the department of training and development emphasized that both products and services should comply with the form of actual needs of the users. The concept of the training program was the clients’ involvement, and the service aspect to the customers became the most important thing. With various types of well-identified customers, the staffs would focus much more on the efforts of assuring that all customers would be very much pleased with the products and services provided for the customers.

Keyword: Human resource, Strategic theory, Training and developing trends.

In recent decades, it has developed an interest in the field of "Strategic Management"\(^3\), that resulted in the neglect of the resources owned by an organization. Training and development programs are closely linked to the strategic directions of the organization. The types of programs and services provided by the training and development function is more focused on customers and be proactive because the types of programs and services are supporting the strategic goals. The success rate of the program is measured in the amount of outcomes or output that connect with other forms of strategic initiatives. The objectives of the new program types suggests the measures that support the strategic objectives that are directly or indirectly.

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\(^3\)JemslyHutabaratdanMartaniHuseini, “Operationalization of Strategies”, 2006, p. 8. Strategic management is a way leading company in the main goals; that is, the development of corporate values, managerial capabilities, organizational responsibilities, and administrative systems that are connecting the strategic and operational decision making at all levels of the hierarchy, and through all business lines of business and authority functions of the company.
Strategic Role

Training and development functions are balanced in the assumed some role in developing and supporting the strategy type of organization. In some organizations, these functions only assume one or more of the role forms, while at the world-scale training and development organizations, the function develop the five forms of role to build a strong relationship with the strategy aspect.

1. Strategic Planning. The first important role for training and development function is to develop its own strategic planning. This effort will bring the strategy aspect to the department level with the type of planning that must be closely linked to the strategic planning of the organization, which began with the mission statement and contain specific types of strategies that can be understood by members of staff for training and development, and can implement temporary while they try to keep in touch with the strategic direction of the organization.

2. Strategy formulation. Training and development department, as an important function within the organization, often help in developing the strategic planning for the organization. In this role, the leader of the training and development section has a "deep engagement" in which the strategy was developed and produced an important input, which heightens the critical issues, put forward the necessary considerations that needed, and offer the recommendations and solutions to establish the direction. This is perhaps the most important role of the program in relation to the strategy.

3. Strategy Implementation. As different parts of the organization's strategic planning implementation, training and development functions often take part in the implementation process with the specific types of programs, services, and process. Almost every implementation process of strategy will require training programs and care services, because the elements of learning and application is essential to the achievement of strategic objectives.

4. Strategic Outcomes. Training and development programs operate strategically when such programs are directing the important measures of business and operations performances. When the current training and development

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programs and services are achieving the success, its provide business results that usually linked to the strategic objectives.

5. Strategy Training. The last role assumed by a number of training and development function is used to train the planning and implementation processes strategically to the other parties in the organization. Dynamic and complex organization requires an appropriate level of knowledge and skills toward the strategic planning and implementation processes. Managers, team leaders, supervisors, and - in some cases - all employees must understand the processes, requirements, tasks, and outputs of the strategic planning. Through consulting services and training programs, the training and development department can build the right type of expertise.

Some operational framework can be used to develop a strategic role for the organization of training and development. Framework in Figure 1 describes the specific questions about the type of strategic human resources. The development of strategic role requires a paradigm shift on the training and development programs so that there is a more in-depth consideration to the objectives of the development direction. As illustrated in Figure 2, the initial focus of the training and development department is on the product. Party staff develop products as much as possible and offer it to the organization. In a catalog format, packs in a lot of patterns, training and development programs are selling these products in a similar process to the sales program of items which are off-the-shelf in the supermarket. There is little thought, when the programs were needed or virtually working. The goal is to produce as much product as possible, and be used by groups and individuals as possible.

Shifting on the training program that focuses on the aspects of service makes training and development department has developed. In this case, the training and development department stressed that the products and services must meet the actual needs of the users. The concept of training program is the client parties’ involvement, and the customer service aspect becomes very important. With various types of customers are identified, the staff is focused on ensuring that the customer was happy with the product and service that delivered to them.

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Figure 1

Strategic Human Resource Development
Performance Level of Training and Development Program

<table>
<thead>
<tr>
<th>Organizational</th>
<th>Process</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy / End</td>
<td>Organization: Are strategic and budget organizational processes have end goals regarding the strategic human resources?</td>
<td>Organization: Are the goals of employees are related to the need of strategic HR?</td>
</tr>
<tr>
<td>Targets / Mission</td>
<td>Support strategic HR types?</td>
<td>Department of Training and Development: Are the processes of training and development programs have goals that can be measured to achieve strategic HR?</td>
</tr>
<tr>
<td>Department of Training and Development</td>
<td>Is the P&amp;P strategy supports the type of strategic HR?</td>
<td></td>
</tr>
</tbody>
</table>

Note:

As evidence, the function of training and development is currently focused strategically, which means that the presence of considerations regarding the products and services that meet the needs of organizational related to the strategic goals. Thoughts lead to aspects of customer satisfaction levels, which ensure that products and services are closely related to the types of strategies that are important in the organization and that the results are expectedly achieved. This form of strategic thinking helps ensure the training and development function provides a decent value for the organizations as well as being an important business partner to the management team.

Figure 2
Thinking Strategically

Product Focused | Service focused | Strategically Focused


Traditional Strategic Planning Model

Various models of strategic planning reflecting various stages, process, and steps required to develop a strategic plan and process for the organization.

Note:
(Adapted from: Phillips, Jack J., “HRD Trends Worldwide (Shared Solutions to Compete in a Global Economy),” 1999, p. 21. Thinking Strategically is the presence of consideration regarding the products and services that meet the needs of organizational related to the strategic objectives.)
The model shown in Figure 3, from the standpoint of training and development function, is considered as one of the most fruitful and practical model.

1. **Development vision.** Important part in the efforts to develop a strategic direction of the department of training and development is to develop the right vision that reflecting the type of strategy and the other shifting forms in the training and development function.

2. **Establish the mission / purpose.** The next step of the model is to develop a specific mission or purpose for the training and development organization, regardless of whether the department is positioned within the main department, division, unit, subsidiary, or the company as a whole. The mission statement describes why the organization is real there. The mission statement is usually simple, sometimes a single sentence, and serves as a reason for organizations to maintain its continuity.

3. **Set the final goals and objectives.** The next logical step in the strategic planning model is to develop goals and objectives. Final goals are usually more common than objective and reflect the ideal description about where the organizational direction. Goals are usually more focused on specific things, with the measures, time frame, and sometimes even some form of responsibility. Goals and objectives of training and development programs should reflect, to some extent, the strategic goals and objectives for the units of organization serviced. Also, the goals and objectives of the program should support the strategic objectives of organization as a whole.

4. **Observe the external environment.** The next step is to observe the external environment for the important issues that will affect the strategic direction of organization. For training purposes, this step could involve efforts to examine the quality of new recruitments, resources for new employees training programs, resources for designing, developing, and distributing training programs, market conditions that affect the type- types of expertise and competence in the workplace, technology department, and the department of law and authority. For certain types of organizations, the external environment will contain a variety of influencing factors that can provide major input into the strategic planning process.
5. **Assess the organization.** In this step, the strength and weaknesses of the organization will be specified. Weakness indicate specific areas where process improvement should be done to enhance the effectiveness and efficiency levels of education and training functions. Strength was also identified, which is an important asset of the function. This step requires an objective point of view to determine which issues are actual strengths and weaknesses.

6. **Take into account the types of strategies are feasible.** The nextstep is to consider the full range of types of potential strategies to develop the types of strategic planning. Feasibility is an important element, as well as the relationships forms on strategic needs of the whole business unit and organization. In this step, all types of previously process, from vision to mission to the goals and objectives, were integrated to determine the specific strategic types where appropriate or suitable.

7. **Choose the type of strategy.** Strategies selected and implemented through schedules, assignments, and following specific responsibilities. Strategic planning are translated into the forms of operational planning for the training and development function, while specific programs and services were developed and distributed. The implementation process involves an effort to provide coordination, allocating the resources, developing thepolicies, and implementing the practice, as the strategy is implemented throughout the organization.

8. **Evaluating strategies.** The final step of the model is to evaluate the degree of success of the chosen strategy. This is a form of periodic view, which is sometimes carried out annually. The objective of this step is to measure or estimate the level of success of the strategy and planning back when needed. Thus, the cycle continues, as the adjustments efforts were made and a new type of strategy were developed.

Definition of HRM is the policies and practices that someone needed to run the "people" or human resource aspect from a position of management, including recruitment, screening, training, reward, and assessment. While HRM

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Strategic can be defined as the combination of HRM with Organizational Strategic Management, or in other words, as the pattern of human resource activities that planned to achieve organizational goals. From the above definition, there are two important things that distinguish Strategic HRM and HRM, namely: (a) Vertically, Strategic HRM practices associated with strategic management processes in an organization; and, (b) Horizontally, Strategic HRM emphasis on the coordination and linkages between various practices of HRM. In addition, there are six essential elements in strategic HRM approach (Mangkuprawira, 2004) that is: (1) understanding the effect of external environmental; (2) understanding the dynamics influence and labor market competition; (3) long term focus; (4) focus on choice and decision making; (5) growth of all personnel; and, (6) integrity with corporate strategy.

![Figure 3](image)

*The Strategic Planning Process*

1. Develop Vision
2. Establish Mission/ Purpose
3. Set Goals and Objectives
4. Scan the External Environment
5. Assess the Organization
6. Consider the Feasible Strategies
7. Select a Strategy
8. Evaluate the Strategy

Key idea from all strategic management keys is to coordinate all corporate resources, including human resources and any components that contribute to implement the strategy. If all functions are integrated, there will be no counter-productive and each individual work together in accordance with a clear direction synergistically. In other words, there is a perfect coordination and the combination use of managerial and operational functions, where it will make the entire company more valuable than any other company.

**Differences of Strategic and Traditional HRM**

Differences between Strategic and Traditional HRM:

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Strategic HRM</th>
<th>Traditional HRM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning and Strategy</td>
<td>Involved in overall planning and linking the HR functions with corporate strategy</td>
<td>Involved only in operational planning</td>
</tr>
<tr>
<td>Authority</td>
<td>Has the function and authority status for top personnel employees (e.g., deputy director of HR)</td>
<td>The status and authority for medium employees (e.g., personnel director)</td>
</tr>
<tr>
<td>Scope</td>
<td>Concerns with all management and employees</td>
<td>Concerns primarily with employees daily, operations, and clerical</td>
</tr>
<tr>
<td>Decision Making</td>
<td>Fully integrated with the organizational, marketing, budget, legal and production functions</td>
<td>Moserat toward the limited integration with organizational functions</td>
</tr>
<tr>
<td>Coordination</td>
<td>Coordinate all HR activities, such as recruitment, staffing, and fair employment opportunities</td>
<td>Not all coordinate the HR functions</td>
</tr>
</tbody>
</table>


Basically, Strategic HRM approach involved in strategic planning and decision-making and coordinate all HR for the entire employee. Approach to give full authority for the head of human resources unit in the organization. Strategic HRM also see the HR function as an integral part of all corporate functions such as marketing, production, finance, law and so on. Strategic HRM approach puts the deputy director of human resources as an integral part of a team. Nowadays, several theories developed can be divided into two groups, namely: (a) the theory of strategic HRM which encompass the Resource-based Theory,
Behavior Perspective, Cybernetic Systems, and Transaction Cost Theory/Agency; and, (b) theory of Non-Strategic HRM which encompass the Model Dependence, and Institutionalism.

**Strategically Operate**

How the training department to be more strategic? Some form of action can be done through training and development functions for more related to aspects of strategy. Some type of action shows a paradigm shift for training staff, while others carry out the necessary actions that needed to develop the special kind of relationship. Ten special form of action are recommended.

1. **Develop strategic planning.** The training and development function should develop its own strategic planning. The function will have difficulty in obtaining the relation to overall strategy of organization if the function does not have its own strategic planning. This condition is often the first step in the process. Developing a strategic plan that will not only ensure the kind of relationship, but also indicates the type of competence in the strategic planning process.

2. **Being proactive with training and development function.** Over the years, training and development function has operated in a reactive pattern, responding to request forms from various stakeholder groups. Being strategic is the role requires a proactive role, decisive initiatives for the development of programs that will support the strategic direction of organization. Strategic role may not be required; therefore, the function of training and development will be needed to determine the form of initiative to be a key player in the strategic direction.

3. **Shift to the role of performance improvement.** Shifting trend from training function to performance improvement function is an important step in the development of strategic relationships. Many types of strategic objectives that focus on the measurement of critical business performance, which can be improved through training and development function.

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4. **Establishing cooperative relationships with key managers/principal.**
   Trend to develop forms of cooperation with the other members of managerial group is essential in relation with the aspects of strategy. The key managers are formulating and implementing the major strategic objectives of organization. Work closely with the managers to meet their needs as well as to have support, assistance, and direction from them which will help ensure that the training function has been associated with the aspects of strategy.

5. **Be focused on the customer.** Because the aspects of relationship and satisfaction level to the customer are usually the strategic issues, shifting trendfor training programs to be closer with the customer will help to guarantee the availability of close relationships with the aspects of strategy. When organizations operate in an environment that is mainly oriented to the customer, training and development function does not only have to work with internal customers to meet their specific needs, but also it have to develop the types of programs, product, and services to be connected with the issues of relationship forms with the customer.

6. **Communicate regularly with key executives.** Because of the chief executives set the strategies, a flow of communication with them on a regular basis can ensure that the types of services and training and development programs are targeted to assist in the achievement of strategic goals. Termination and alliances issues can be quickly adjusted when the top executives become aware of them and when mechanisms are placed in adjustments efforts.

7. **Measure the pulse of the organization.** Work climate should be monitored, and the programs should be developed to improve the organization. Some strategic objective rotate around the satisfaction level of employees, employee involvement level, and employee commitment tiers. The pleasant and productive work climate is essential and usually be the part of strategy. Training and development function should monitor important measures such as job satisfaction, attitude, organizational commitment, and work climate, through various feedback mechanisms to ensure the climate is consistent with the management’s expectation level.
8. **Establish programs with core competencies types.** Most organizations have developed the types of core competencies needed to position the organization for future success rates. Some form of strategic initiatives revolve around efforts to develop the core competencies. A lot of training and development programs should be directly linked to the types of the core competencies whenever possible.

9. **Consider the results-based approach at all levels.** Elements of return on investment, business influence, behavior change, and transformation in the workplace, are the important strategy categories. When organizations focus on the achievement of the primary measures of outcome, it is likely to relate it with the strategic goals are very high. Also, if the results of which can be measured were reported to the appropriate target audience, it can help ensure that the training and development functions are always involved whenever strategic issues are discussed.

10. **Link the training and development functions for all steps of the process.** Figure 4 shows how the training and development function may relate to the types of strategies within each of the main steps of training and development cycle, from needs assessment level to evaluation level. At the level of assessment and needs analysis, strategic issues must be identified, including specific measures that should be raised in such programs. The specific types of programs and services, which can enhance or develop these measures, are identified in the analysis process so that there is a direct relationship between the needs and proposed program.

Objectives that are developed to drive the impact of business, application, and transformation, are the general form of strategic and operational. Specific goals provide direction needed to ensure that these programs are on target and help achieve the strategic objectives of organization. During the design process, each of these elements, modules, or activities, must reflect the vision, values, philosophies, and beliefs that involved in the overall strategic planning of organization. Also, issues such as the purchase vs develop the programs may

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reflect the strategic goals of the organization with respect to the level of use of outsourcing efforts\textsuperscript{10} vs developing the programs internally developed.

\textbf{Figure 4}

\textbf{Linking Training and Development Function to Aspects of Strategy}

<table>
<thead>
<tr>
<th>PROCESS STEPS</th>
<th>RELATION ON ASPECTS OF STRATEGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needs Assessment and Analysis</td>
<td>- Strategic business needs identified</td>
</tr>
<tr>
<td></td>
<td>- The programs/services that relate to needs</td>
</tr>
<tr>
<td>Objectives</td>
<td>- Developing the objectives of business-influence (strategic)</td>
</tr>
<tr>
<td></td>
<td>- Developing the objectives of application/transformational (strategic)</td>
</tr>
<tr>
<td>Design/Development</td>
<td>- Design reflects vision/values/philosophy</td>
</tr>
<tr>
<td></td>
<td>- Development vs purchase reflects the strategic direction</td>
</tr>
<tr>
<td>Distribution</td>
<td>- Distribution reflects the strategic issues such as technology, just-in-time delivery, and decentralization</td>
</tr>
<tr>
<td></td>
<td>- Strategic partnership with management</td>
</tr>
<tr>
<td>Evaluation/Reports</td>
<td>- Measuring the impact of strategic business</td>
</tr>
<tr>
<td></td>
<td>- Reporting the results along with other strategic issues</td>
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</tbody>
</table>


The distribution process reflects important strategic issues such as the use of technology and perform the timely distribution of training and development function. Managers are involved in the distribution of issues when the programs implemented in the form of decentralization in all areas and locations. Evaluation process provides an opportunity to measure the business influence on strategic measures and reports on the results obtained to the right target audience along with other forms of strategic success. Thus, each step in the training and development cycle is showing opportunities for relationships on the aspects of strategy in organization.

\textbf{Future Outlook}

This type of trend is likely to continue in the future, and it is seen as a need by many stakeholders\textsuperscript{11}. This condition has been developed over the years.

Driving factors for this trend must be sustainable and may be strengthened in the future. Some authorities consider that this type of trend is needed to maintain the viability of training and development function that operates correctly. Without any form of strategic relations, training and development function can eliminate the non-essential role in the organization, perhaps through the outsourcing process by simply searching the processes of training and development which is essentially needed.

Achievement level of success with this type of trend gives some important advantages. Linking aspects of the strategy will be to build a closer ties between the training and development function with senior management team. This is one of the most important elements in the development of cooperation needed to convince senior managers that the training program can add value to the 'bottom line', while the strategic objectives were improved through training and development programs.

Aspects of budget and funding are often influenced by the degree to which training and development programs related to the aspects of strategy or perceived to be associated with the aspects of strategy. A clear form of relationships makes much easier to obtain the necessary amount of budget. No relationship will cause problems in time of budgeting process. Also, strategic training and development programs will ensure that funding for the training and development function has utilized appropriately. The conditions assure that the training and development process will add value in the most problematic areas - the areas that are closely related to the future of organization.

Success with this process moves the training and development functions on the important and vital position in the organization. While the training and development program has been upgraded to an important strategic role, the company will see it as a necessity to position the organization in the future. In summary, it would appear that this type of trend will be sustained in the future as well as the staff of training and development section must continue achieving forms of progress with this important type of relationship.

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11Pearch, Robinson, “Strategic Management: Formulation, Implementation, and Control”, 2000, p. 15. Stakeholder: Data evaluation (historical, current, and forecast data) in relation to the values and priorities of the influence individuals and groups or interested parties.
Based on the theoretical perspective of the study were taken from the HRD Trends Worldwide by Phillips, (1999), that the research conducted is comprehensive, to strengthen the strategic theoretical perspectives if training and development programs that also based on the form of real practice of the individuals who lead the functions of training and development within major organizations. As drawn in Figure 5, these studies involve several key elements:

1. The initial list of these types of trends are developed based on the results of direct observation in organizations through the work of Performance Resources Organization (PRO) company, an international consulting firm, which mainly focused on the development of results-based training and development process. In the forms of contact with all clients all over the world, some type of trend was common for organizations faced in which identified and published initially as a form of internal documents in PRO.

2. The initial list that support the review of literature to determine the extent to which these trends emerged as something common to face from one region or country to another region or country. This study attempts to produce an additional number of new trends and to support the adjustments efforts to the initial list.

3. The survey was conducted in thirty-five organizations that implement training and development programs and are members of the International Federation of Training and Development Organizations (IFTDO). All industrialized and emerging countries displayed in the survey process. This initial survey provides additional insight on the major issues facing by the functions within these countries.

4. A literature search efforts were intensively conducted to all major publications, both domestic and international. This study attempts to show the issues, challenges and additional trends facing by the organizations that implementing training and development programs.

5. A survey carried out on the managers of training and development departments to determine the existence and nature of the interests of each type of trend. The survey was conducted in twenty states on groups of people who have a particular job position as the manager of training and development department,
manager of education and training department, manager of the learning department, and manager of performance improvement department.

6. Although the elements of this major study provides the basis of the overall trend of development process, the types of trend has also been discussed in several programs that include the workshop process for officials of training directors, which conducted outside the United States by the author.

7. List of these types of trends are also obtaining the validation through the PRO partner when the firm continue to work with clients in all industrialized countries as well as with several clients who come from developing countries. This is an effort to identify trends types of literature, but also attempt to observe trends types within an organization or trends are illustrated by the internal staff training and development.

These types of trends emerging from organization to organization, from country to country, from one culture to another culture. Author aims not to make any effort to discuss the various differences of culture and cultural issues that are unique to a particular organization or country. However, this paper focuses on the types of trends that should be common to encounter, important, and vital in every major organization.

Figure 5
Research Basics on the Types of Trend

The Process of Training, Learning, Education, Performance Improvement, Development, etc.

When shown the types of trends in this paper, importantly, many shape changes and progress rapidly in the scope of training and development. These changes include that focuses on traditional training function and use different terminology for the label over the function. Although many global organizations who still like to use the words of “education and training” to demonstrate the process for increasing the types of skills that relate to work assignments as well as for the preparation of the individual for the types of jobs in the future, some other organizations like the terms “learning” and “learning solution” as the organizations have been an important part in the development of learning-oriented organizational. Still a number of other organizations find barriers on “learning process’ and prefer to focus on the ‘performance’ element or ‘performance improvement’, where the overall scope of the training program has been expanded to be a function to improve performance. Even a number of other organizations that emphasize the development aspects of its employees and would prefer to use the term “development” in this regard.

Although these differences are important, but this condition is consistent, the terms of “training and development”, “education and training”, “learning, and performance improvement”, will be used for interchangeable to reflect the functionality thoroughly. For a particular sentence or paragraph, this terminology is not meant to be limiting or reflect a different emphasis. Combination will be used for, in reality, a combination contained in the organizations as well as sometimes occurred in the same organization.

The concept of the types of trend which rank based on its interests properties can be shown in the following table:
Interest-Based Ranks | Type of Trend
--- | ---
1 | The elements of the cost of training and development programs monitored accurately to manage resources and demonstrate accountability
2 | Efforts to measure the value of return on investment in training and development program began to develop in use
3 | Evaluation processes measure the success of training and development programs systematically
4 | The process of needs assessment and analysis have obtained more suppression of thought
5 | The staff of training and development as well as the line management establish cooperation to achieve the end goals of a general nature
6 | The training and development programs are linked to the strategic direction of organization
7 | The concept of “learning organization” has been used
8 | Implementation of training and development programs change rapidly
9 | The training process is shifted to the performance improvement process
10 | Development and training technology is experiencinga rapid development process
11 | The responsibility for training and developments programs shared on a number of groups
12 | More training and development programs are carried out to contractors outside the company
13 | More training and development programs are designed for the global use
14 | Training and development functions are added to the ‘profit center’ concept
15 | The budget amount for training and development programs have increased
16 | The concept of “corporate universities” gains more recognition


**Application of Theory**

As a case for the strategy implementation and training programs, we can examine from Singapore Airlines and Rhone-Poulenc Rorer.

**Singapore Airlines.** As a company that has greatest benefit with a flawless record for customer service process, Singapore Airlines Company has been in operation for over fifty years and is currently serving network airlines in the seventy-four cities in forty-one countries. In its review, Travel magazine stated Singapore Airlines has been consistently rated as the best airlines in the world. Also, the company has the most modern fleet anywhere in the world. Records of its reliability and level of security is highly guarded, and its records of the exact time of departure is at the top.

Singapore Airlines spends approximately $ 5,600 per employee per year for the training program, which is 12 percent of payroll - the largest budgetary commitment for training program of any company in the world. By having as many as 28,000 employees, the value of these investments demonstrate
outstanding commitment to training and development programs. Based on Singapore Airlines' managing director, training and development functions has become an important link in the form in meeting key strategic objectives of the company. These targets include services for customers, profitability, reliability, and security. Training programs for cabin crew, flight operations training for executive, management development, commercial training, and computer training are the main forms of influence on these strategic goals. Not only to direct key strategic initiatives, the training programs has helped build the reputation of the company's successful flight. Singapore Airlines has gained a first-and second rank in the list of the companies most respected in Asia since the list was published. Managing director attach this impressive notes to the employees and management of the airline, and the training and development programs have played an important role in the efforts to develop and establish the levels of competence in achieving this success.

**Rhone-Poulenc Rorer.** In the past twenty years ago, Rhone-Poulenc Rorer (RPR) has transformed itself from a French company or companies crawl into a highly successful global corporation with more than 90,000 employees in more than 140 countries. The key element in this amazing transition process is the strategy of global human resource development (HRD). The company strongly emphasizes the need to recruit managers on a global scale and move these managers around the world. These international assignments strategies provide some benefits for the managers, as well as the economic payoff values for RPR. For example:

1. The managers become more aware of geographic, industrial, and cultural aspects of the company.
2. There is a great integration over the types of businesses, as well as efforts to build the appropriate or proper kind of relationship.
3. Increased flow of technical information and marketing.

Important part of the HR strategy is to provide guidance to prospective new managers. Mentor on the RPR in general is a senior manager at the central office has a brilliant reputation for technical expertise, is a good communicator, and willing to carry out the counseling tasks. These new managers maintain the
relationship with the mentor or mentor on regular basis and undertake consultation with them on a career path as well as issues regarding career. In actual, the mentor negotiates assignment forms with other executives on behalf of the manager. Essentially, the mentor guides the career path of manager in the company.

The core for RPR is the truly global scale of managers development process, as the effort of RPR by recruiting more employees and non-French managers to achieve the ultimate goal of "world community"’s development efforts - the people who think that the world is the center of corporate.

Conclusion

A paradigm shift for a closer link between training and development functions and aspects of strategy has been developed over the years. For a number of leaders of training and development function, it is a logical application of a development process which is very familiar to the human resources. If the top executives in the field of training and development has undergone significant experiences within the operational lines, the strategic planning is often seen as a necessary and essential process. As a result, the shift process runs with ease, and levels of advancement are often more substantial and identifiable.

For other leaders, reluctance to change significantly can emerge in a number of different scope.

First, a significant paradigm shift must occur for the training and development staff. The member of staff had to shift roles and change their thinking and approach as they assess the needs, designs, and develops programs, distributes products and services, as well as evaluate the results.

Second, the staff member should develop a proper understanding of strategic planning and how this understanding can help the organization. This comprehension often reduces reluctances and provide the type of expertises needed to help organizations with strategic planning issues.

Third, the parts of training and development process may have to be changed so that these programs are more closely combined with the results of the strategic output. Starting with level needs assessment, some steps may require the adjustments so that the strategic relationships and initiatives can be integrated.
Fourth, the HR staff members will need to form the relationships with major clients across the entire organization. Form of this relationship is essential for programs and services remain focused on major goals and objectives in the organization and to build the kind of support needed to make these programs are more effective and efficient.

Finally, the staff members of training and development department should be more business-minded. They must develop a better understanding about the business issues, operational considerations, and external issues facing by organizations, particularly the strategic issues. This condition often requires more financial and operations knowledge for the entire staff of training and development section.

Prior to strengthen the relationship between training and development functions and aspects of strategy, several key questions must be raised.
REFERENCES


