

## ABSTRAK

**Judul : Rancangan Strategi Learning and Development di PT. Media Nusantara Citra, Tbk.**

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Penelitian ini merupakan penelitian kualitatif deskriptif yang mana data-datanya diperoleh dari hasil wawancara, observasi dan studi dokumen yang kemudian dianalisis dan disimpulkan secara kualitatif. Hasil survei yang menunjukkan bahwa adanya peluang yang besar pada televisi berbasis berita membuat MNC Media meresponi peluang tersebut dengan segera meluncurkan iNewsTV, yaitu televisi berbasis berita dan berjaringan nasional. Namun, kondisi internal MNC Media justru menjadi penghambat bagi perkembangan iNewsTV ke depan. Peluncuran iNewsTV ini tidak didukung dengan kompetensi Presenter Berita yang mampu menciptakan dan membawakan program-program berita yang unggul. Karena itulah, Bapak Hari Tanoe telah menginstruksikan direktorat SDM agar segera melakukan pengembangan kompetensi SDM yang pada akhirnya melibatkan Unit *Learning and Develepment* (L&D), sebagai salah satu fungsi SDM atau unit di *holding* yang bertanggung jawab atas program-program pengembangan SDM. Kondisi ini mendesak Unit L&D untuk mengkaji kembali strategi pengembangan SDM dan Sistem Pelatihan dan Pengembangan yang dijalankannya selama ini. Hasil penelitian menunjukkan bahwa Strategi Pengembangan SDM yang dimilikinya belum bersifat strategis yang lantas berdampak pada Sistem Pelatihan dan Pengembangan yang kurang tersistem dan kurang komprehensif. Untuk itu, diperlukan rancangan Strategi bagi Unit L&D dengan menggunakan Konsep Garavan (1991), yaitu suatu konsep dari Strategi Pengembangan SDM yang menitikberatkan pada proses pembelajaran (*Learning*) dan menekankan peran atasan sebagai *coach* di dalam aktivitas pelatihan dan pengembangan, dan Penyempurnaan Sistem Pelatihan dan Pengembangan dengan mengacu pada Sistem Noe (2013), yaitu 7 langkah sistematis dan komprehensif yang dapat menghasilkan suatu program pengembangan SDM yang optimal yang fokus pada kebutuhan bawahan/ *trainee*.

**Kata Kunci: *People Development*, Strategi Pengembangan SDM, Sistem Pelatihan dan Pengembangan, Televisi Berbasis Berita, Kompetensi Presenter Berita**

## **ABSTRACT**

**Title** : **Strategic Planning of Learning and Development in PT. Media Nusantara Citra, Tbk.**  
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This research is a descriptive qualitative study in which the data obtained from interviews, observations and documents which are then analyzed and summarized qualitatively. Results of the survey showed that there is great opportunity in the television news-based that makes MNC Media to respond to that opportunity by immediately launched iNewsTV, ie television news-based with national networking. However, the internal condition of MNC Media precisely block the development of the future of iNewsTV. INewsTV's launching is not supported by the News Presenter competencies who are able to create and bring news programs that are superior. Because of that, Mr. Hari Tanoe has instructed the Directorate of Human Resources to immediately undertake the development of human resource competency that ultimately involves the Unit Learning and Develepment (L&D), as one of HR function or unit in a holding who charge of human resources development programs. This condition is urgent for Unit L&D to rethink the strategy of human resources development and training and developing system that being operated during this time. The results showed that the Human Resources Development Strategy has not been a strategic nature which then affects the Training and Development System that is less systematic and less comprehensive. Therefore, Unit L&D urgently need to design a new strategy by using the concept of Garavan (1991), which is a concept of the Strategy of Human Resources Development, which focuses on the learning process and emphasizes the role of the leader in the activities of training and development, and Completion of Training and Development Systems with refers to the System Noe (2013), the 7-step systematic and comprehensive to produce an optimal Human Resource Development Programs that focus on the needs of subordinates / trainee.

**Keywords:** **People Development, Strategy of Human Resource Development, Training and Development System, Television News-based, News Presenter Competencies**