**JURNAL**

**STRATEGI PENGUATAN BUDAYA PELAYANAN STAY REAL DALAM UPAYA PENINGKATAN KINERJA KARYAWAN (STUDI KASUS DI HOLIDAY INN BANDUNG PASTEUR DAN HOLIDAY INN CIKARANG JABABEKA)**

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**ABSTRAK**

Lies Tanti Juliawati. NPM 169010055. Strategi Penguatan Budaya Pelayanan Stay Real dalam upaya peningkatan kinerja karyawan (Studi Kasus di Holiday Inn Bandung Pasteur dan Holiday Inn Cikarang Jababeka). Di bawah bimbingan Prof. Dr. Ir.H. Iman Sudirman, DEA (sebagai promotor) dan Dr. Atty Tri Juniarti, SE., M.Si (sebagai Co-Promotor).

Penelitian ini didasarkan pada fenomena kinerja karyawan yang belum optimal, hal ini terlihat dari pelayanan budaya *stay real* yang belum nampak dalam pelayanan sehari-hari karyawan kepada pelanggan. Berdasarkan observasi awal, ditemukan banyaknya perbedaan antara budaya pelayanan S*tay Real* yang diharapkan dengan yang kenyataan. Hal ini disebabkan belum terlaksanya strategi penguatan budaya pelayanan secara detail dari dimulai proses penerimaan karyawan hingga karyawan tersebut bekerja dan peran pimpinan sangat kurang dalam memastikan hal ini berjalan dalam pelaksanaannya dalam kehidupan bekerja sehari-hari. Penelitian ini bertujuan untuk mengetahui dan menganalisis strategi penguatan budaya pelayanan *Stay Real* dalam peningkatan kinerja karyawan di Holiday Inn Bandung dan Holiday Inn Cikarang Jababeka.

Penelitian ini merupakan penelitian kualitatif bersifat *case study dengan single case* meneliti mengenai stategi yang tepat untuk memperkuat budaya pelayanan *stay real* dalam upaya peningkatan kinerja karyawan di Holiday Inn Bandung Pasteur dan Holiday Inn Cikarang Jababeka. Strategi itu adalah menanggulangi semua hambatan (struktur organisasi, strategi perusahaan, sistem dan teknologi, gaya kepemimpinan, staff, ketrampilan dan *shares values*) dapat ditanggulangi dan 4 langkah strategi yang berhubungan sangat erat dengan visi dan misi perushaan yaitu: strategi 1: *organizing and arranging, Strategi 2: Implementation strategies* meliputi: *selection and recruitment*, sosialisasi dan pelatihan juga pemberian penghargaan), Strategi 3: Peningkatan kinerja melalui *coaching* dan kepemimpinan yang menonjol dan strategi 4: terukurnya pelaksanaan budaya organisasi tersebut terhadap kinerja karyawan yaitu dengan terlihatya perilaku *True Hospitality dan Stay Real* dalam kehidupan karyawan sehari-hari yang pada akhirnya tercapai kinerja karyawan dan kinerja organisasi.

Kata Kunci: Budaya pelayanan. Budaya Organisasi. Kinerja

***ABSTRACT***

Lies Tanti Juliawati. NPM 169010055. *Strenghten Strategies of Service Culture Stay Real in an effort to improve employees’ performance* (*Case Study in Holiday Inn Bandung Pasteur and Holiday Inn Cikarang Jababeka)***.** *Under guidance from Prof. Dr. Ir.H. Iman Sudirman, DEA as the promoter and Dr. Atty Tri Juniarti, SE., M.Si as the Co-Promoter.*

*This research is based on the phenomenon of employee performance that is not optimal, this can be seen from the stay real service culture that has not been seen in the daily service of employees to customers. Based on observations, it is found t there are many differences between the expected Stay Real service culture and the reality. This is due to the fact that the strategy of strengthening the service culture has not been implemented in detail from the beginning before he/she works until accepted and join the company- the role of the leadership is not strong in ensuring the stay real as a service culture runs in their daily work life. This study aims to determine and analyze strategies to strengthen Stay Real service culture in improving employee performance.*

*This research is a qualitative case study with a single case study on the right strategy to strengthen the service culture of real stay in an effort to improve employee performance at Holiday Inn Bandung Pasteur and Holiday Inn Cikarang Jababeka. The strategy is to overcome all challenges (organizational structure, corporate strategy, systems and technology, leadership style, staff, skills and shares values) and have 4 strategic steps that related to the company's vision and mission, Four strategies are 1: organizing and arranging , 2: Implementation strategies include: selection and recruitment, socialization and training and awards), 3: Improving performance through coaching and prominent leadership and 4: measuring the implementation of the organization's culture to employee performance by manifesting True Hospitality behavior and Stay Real in the daily lives of employees which ultimately results in employee performance and organizational performance.*

*Keywords: Service culture. Organizational culture. The performance*

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