

Application of Human Resource Management Strategy in Efforts to Increase Sales Turnover

Yogi Friyadi

¹ Department of Management, Universitas Paramadina, Bekasi, Indonesia

Abstract

This research aims to identify and analyze the implementation of human resource management strategies in increasing the sales turnover of CV. Andika Jaya. This study is a descriptive qualitative research that used interviews with managers and employees as a data collection source, and the data analysis technique employed was the interactive model data analysis technique, which includes data reduction, data display, and conclusion drawing. The results of this study indicate that the human resource management strategies implemented by the company are the utilizer strategy, accumulator strategy, and facilitator strategy. The implementation of these strategies includes the utilizer strategy covering human resource (HR) planning, recruitment, and selection; the accumulator strategy includes training and development, career planning; and the facilitator strategy includes performance appraisal and compensation, which have been well executed. Based on the analysis results, it can be concluded that the human resource management strategies applied are capable of increasing the company's sales turnover.

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Corresponding Author:

Yogi Fiyadi
(yoga.friyadi@students.
paramadina.ac.id)

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1. INTRODUCTION

Human resources (HR) are a crucial asset and must be managed carefully and in alignment with the organization's needs (Sri Larasanty 2018; Rizki & Sulistyan, 2022). With the rapid development over time, technology continues to evolve, and the competition among individuals and groups intensifies. This situation compels organizations or companies to strive to enhance the quality of their human resources. The problem is that employees do not yield optimal results in their work. To achieve this goal, a driving element is needed, namely competent and competitive human resources (Ismania Hidayat 2018).

The significant role of human resources in creating a better organization in today's globalization era continues as science and knowledge advance. Organizations grow when they have skilled employees who justify their existence. Human resource management can shape employee discipline. Competent institutions have a broad vision to achieve maximum results by paying attention to employee behavior (Sri Larasanty 2018). Employees assigned to important positions must be highly disciplined to lead and compete for the organization. Because the success of an institution or organization depends on the quality of its employees, in this case, human resources.

International competition threats, uncertain economic conditions, and rapid technological changes are just a few external factors that compel companies to seek new ways to develop their human resources more effectively (Sulistyan et al., 2022). Internal factors such as indirect compensation costs, the need to address increasing legal and social pressures, and the demand for well-trained employees make HR strategies more important and complex. Discussing the implementation or application of Human Resources (HR) to increase sales is crucial because the HR factor significantly influences the success of a business. The role of Human Resource Management (HRM) in an organization is highly strategic, involving recruitment, placement, salary/wage policies, and competency-based career development policies.

CV. Andika Jaya (Andika Store) in Indramayu has been established since 1995, with Mr.

Andika Jaya being the owner or founder of this store. He started his business with his initial capital and some loans from a bank. Mr. Andika Jaya was motivated to establish the store initially because he saw the villagers of Desa Wanguk, Kecamatan Anjatan, Kabupaten Indramayu, traveling about 5 kilometers to fulfill their daily needs and some also for resale by small stall owners. Hence, Mr. Andika Jaya thought to establish a store with a wide range of products so the villagers wouldn't have to travel far for their daily essentials.

CV. Andika Jaya (Andika Store) has experienced rapid progress, having implemented information technology by using computers in the warehouse and cashier sections, and even some Andika Store branches have implemented modern cashier systems commonly used by minimarkets. Currently, CV. Andika Jaya (Andika Store) has 8 branches spread around Kabupaten Indramayu with more than 50 employees.

The human resource management (HRM) strategy in a company can vary. The increasing number of competitors demands that companies determine strategies relying on the strength of their human resources (HR) to face the competition. Particularly regarding human resources, CV. Andika Jaya (Andika Store) conducts training, development, and employs workers in the company, but not all employees are hired according to their educational background. This also poses a challenge for the company to make employees with irrelevant educational backgrounds capable and willing to work in the company and have competent work abilities.

If the strategy implementation carried out by CV. Andika Jaya (Andika Store) can be executed smoothly, then the target of its impact will be able to achieve quite good profits for the company. The main reason for using this strategy, especially training and development, is because the company knows that human resources are very important in the business process execution.

Based on initial observation data and estimated sales turnover of CV. Andika Jaya (Andika Store) from 2020 to 2022 based on interviews with the store owner, it can be seen in the following table:

Table 1. CV Andika Jaya Sales Turnover

No	Year	Sales Turnover
1	2020	Rp. 1.200.000.000
2	2021	Rp. 1.500.000.000
3	2022	Rp. 1.300.000.000

Source: CV. Andika Jaya (2023)

Table 1 data shows that there is a decrease in sales turnover, where in 2020 and 2021 there was an increase and a decrease in 2022. This could be due to the quality of human resources being adjusted due to the transfer of technology which requires employees to improve their skills and continue to take advantage of current developments. which is increasingly modern. Therefore, there is a need for a human resources strategy that can increase sales in proportion to the percentage of turnover.

Human resource management (HR) strategies in companies can vary. The increasing number of existing competitors requires companies to determine strategies based on the strength of their human resources (HR) to face existing competition. Especially with regard to human resources handled by researchers. The main reason for using this strategy is mainly training and development, because companies know that human resources are very important in the implementation of business processes. Human resources are considered as capital and the application of other capital owned by the company to produce output in accordance with the company's expectations. Therefore, the company implements these strategies, and especially training and development, to provide quality improvements to its employees, in addition to a proactive approach in the production of the company's products. The proactive attitude referred to by the company is preventing losses due to internal company errors. An increase in sales revenue means that the business being run has developed and contributed to achieving the company's profit target. Each company uses different methods to increase turnover, including updating products, campaigns, regular maturity plans, focusing more on potential targets, involving the online world, creating sales packages, and providing the best service to consumers.

2. METHOD

This research was conducted in July 2023, with the study taking place at CV. Andika Jaya (Andika Store) in Desa Wanguk, Kecamatan Anjatan, Kabupaten Indramayu, West Java. This study is a descriptive qualitative research utilizing interviews with managers and employees as the data collection source. The data analysis technique employed is the interactive model data analysis technique, which includes data reduction, data display, and conclusion drawing.

3. RESULTS AND DISCUSSION

Human Resources Management (HRM) Strategy CV. Andika Jaya (Andika Store)

HR Strategy at CV. Andika Jaya (Toko Andika) explained its focus on three areas of human resource management (HR) strategy, namely exploitation strategies which include personnel planning and recruitment and selection systems, accumulation strategies which include personnel development and training as well as career planning, and intermediary strategies, including evaluation of performance, work and costs. This strategy has been used since the CV company. Andika Jaya (Toko Andika) was founded in 1995 until now, is a system used in the company, where this strategy has a direct impact on the quality of company personnel. The results of this paper show that organizational effectiveness can be best explained through the strict alignment and alignment of human resource (HR) strategies by combining two or more pure strategies, including exploitation strategies, reserve strategies, and intermediary strategies, which can be combined and implemented effectively.

Implementation of CV's Human Resources Management (HRM) Strategy. Andika Jaya (Andika Store)

Researchers do not only analyze human resource management (HRM) strategies. This is because the implementation of the human resource management strategy itself consists of human resource planning, recruitment and selection, training and development, career planning, performance assessment, and compensation. This analysis was also carried out to see the impact of HRM strategies on efforts to increase sales turnover carried out at CV. Andika Jaya (Toko Andika) gained a deeper understanding of the implementation of human resource management (HRM) at CV companies. Andika Jaya (Andika Store) will be presented by focusing on 3 human resource management strategies, namely:

- a. Utilizer Strategy
Utilizer strategy is a strategy based on minimal utilization of company commitment which can be measured by planning human resources and recruiting employees according to the company's needs.
- b. Accumulator Strategy
Accumulator strategy is a strategy based on maximum involvement and skills as an effort to build the company's human resources. This strategy can be measured by employee development and training as well as work performance assessments. At the same time, new employees receive daily instruction about the employee's abilities to form and improve customer service skills, until he or she has the skills expected by the company. Career planning by doing several programs in 1 year.
- c. Strategy Facilitator
Facilitator Strategy Is a strategy that tries to discover new knowledge and creations. With the aim of trying to develop human resources as effectively as possible by assessing employee work results and providing employee compensation as a form of motivation and cooperation

Increase in sales turnover

Turnover is the result of sales made by the company previously, then making money so that the company will make a profit from each subsequent sale of goods (Tjiptono 2016). In this writing it can be explained that CV. Andika Jaya (Toko Andika) has invested in an HR strategy to increase turnover, namely by implementing strategies to increase effective human resources. CV. Andika Jaya (Toko Andika) is competent and influences its sales. The initial strategy includes personnel planning carried out systematically, recruitment and selection, where employees are recruited

according to the company's needs, staff training and development, where the company fully maximizes staff skills to better and consistently serve the company's expectations, because everything is done to improve Sales cannot be different from the service provided by company personnel, because good service will definitely influence sales. For CV sales income. Andika Jaya (Andika Store) experiences an average increase every year.

4. CONCLUSION

Conclusion Based on the discussion in the previous chapter, the following conclusions can be drawn from this writing:

- a. Strategy used by CV. Andika Jaya (Toko Andika), which was founded in 1995, uses three strategies as a company, the first utilizer strategy includes personnel planning and recruitment, the second accumulator strategy includes development training and career planning, the third Facilitator Strategy includes performance evaluation and rewards.
- b. Implementation of CV's Human Resources Management (HRM) Strategy. Andika Jaya (Andika Store) has 3 (three) important components, namely:
 - 1) Utilizer strategy involves personnel planning as direct direction from supervisors and top management. Recruitment and selection are carried out in accordance with company needs, and prioritize the integrity of prospective employees.
 - 2) Accumulator strategy includes training and development activities. The company has a special program, namely. training held 1-2 times a year.
 - 3) Facilitator Strategy includes performance evaluation, namely achievement score guidelines and report forms. Apart from salary, compensation is paid in accordance with the assessment of work quality and performance.
- c. Human Resource Management (HRM) strategies can increase sales turnover. Staff quality supports sales revenue, because e.g. in implementing business programs, friendly and fast service, active sales promotions on social media and sustainable productivity and profitability are the main things.

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