

## IMPROVING SALES FORCE PERFORMANCE THROUGH EFFECTIVE HUMAN RESOURCE MANAGEMENT

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### ABSTRACT

Human resources (HR) is one of the important things in supporting the achievement of a maximum goal. The company as a profit-oriented organization really expects targets in terms of sales, production, delivery, performance and other goals within the company to be achieved immediately. This study used a qualitative method of collecting data sourced from documents, books, journals, articles / other online media, using grounded research theory aimed at developing theory (theory building) inductively based on data. The result of this study is that human resource management can improve sales force performance. Through the results of Suparman's research that human resource management is able to improve sales force performance in the case example here is PT. Perdana Mitra Abadi Cianjur which develops the potential of its employees through the development of human resource management, namely providing in-service training to its employees regarding product knowledge and soft skills.

***Keywords:** Human Resource Management; Improve; Sales Force Performance*

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### INTRODUCTION

Human resources (HR) is one of the important things in supporting the achievement of a maximum goal. The formation of productive humans requires management and development. An employee is able to face and solve current or future problems due to the development and management of human resources (Susan, 2019).

In a growing company, all aspects of it must receive attention, human resources should be applied evenly to increase the achievement of company goals both in sales, capital, production, and other raw materials. Through all existing aspects, human resources are one of the aspects that play an important role that must be processed properly in order to increase the usefulness or effectiveness, and efficiency or usefulness of a company. Whether or not a company is successful in achieving its goals, it is the people who work for the company that can determine it (Suparman, 2017; Wijayanto et al., 2023).

The company as a profit-oriented organization really expects targets both in sales, production, delivery, performance and other goals in its company can be achieved soon (Azhari et al., 2023). However, on the side next to it there is an employee or worker who is a social creature who has life needs that must be met in order to survive. Therefore, in good cooperation, the company or its employees must fulfill the interests of both, so that cooperation between the two runs well (Suparman, 2017).

As time goes by, it is difficult for an employee to acquire skills and achievements if they only capitalize on what the employee has without any provision and development. Therefore, developed human resources have a significant impact on the effectiveness and efficiency of a company (Susan, 2019). Effectiveness is the level of success of a company as a form of effort to achieve a company's goals (Saputra, 2010). The level of achievement of an employee must receive more attention by a company or organization, in order to get a more decent profit which is part of the goals of a company. Benchmarks of employee achievement are not enough just to be seen from the output produced, there are other factors that must be considered including creativity, loyalty and discipline of an employee (Suparman, 2017). This research aims to determine the effectiveness of human resource management in improving sales force performance.

### RESEARCH METHOD

This research uses qualitative research methods through literature review or documentation studies. The purpose of this research is to understand the experience of phenomena by research

subjects such as behavior, motivation, perception, and action thoroughly through descriptive means in a special context experienced. Research steps can be collected through data collection sourced from documents, books, journals, articles / other online media (Sidiq & Choiri, 2019). By using grounded research theory, the use of this theory aims to develop theory (theory building) inductively based on data (Subadi, 2006).

## RESULT AND DISCUSSION

### Definition of Human Resource Management

#### 1. Definition of Management

Management is English management which means taking care in general. Management is defined more broadly by Lauren A. Aply in her journal Susan (2019) that management is "The art of getting done through people" the art of getting work done through other people. Management is also commonly interpreted as science, profession, and tips. According to Luther Gulick in his journal, Susan (2019) management is defined as a science because it is seen as a field of organized knowledge, which seeks to understand what it is like for humans to work together to get company goals and create forms of cooperation that are beneficial to humans (Susan, 2019).

Management can also be a profession, due to the special skills that underlie it to reach the achievements of a manager who is bound by norms and is required to work professionally. Robert L. Katz in his journal Susan (2019) said that a professional must have social and technical strength. Conceptual strength is the power of assuming that the company as a method or technique of each part undergoing changes that have an impact on all companies is understood or understood completely. Social strength is seen so that managers can work together and lead their groups and understand members as individuals and groups. Technical strength is related to the strength of a manager when using specialized equipment and procedures (Susan, 2019).

Through the various definitions above, it can be concluded that management is a human activity that manages both within the scope of a company, institution, or group which can later achieve company goals effectively and efficiently (Susan, 2019). Management is the science and art of developing methods of using human resources or other resources to achieve an effective and efficient goal. There are six parts to management, namely: man, money, methods, materials, machines, and markets. The man part here is a human being who grows to form the field of management science or commonly referred to as HRM, a translation of manpower management or human resource management (Marlina & Ekasari Harmadji, 2022).

#### 2. Definition of Human Resources (HR)

Human resources (HR) are individuals who are productive in driving an organization or company, which functions as a substance of ability that must be trained and developed. Broadly speaking, there are two definitions of human resources, namely human resources in a broad scope such as an area in which there are groups of productive age, while human resources in a small scope are individuals who work or employees in an institution or organization (Susan, 2019).

In an effort to achieve an organizational or institutional goal, human resources are an important component that must be possessed. In an organization or company, human resources are the most important component compared to other components such as capital, and production, because those who control other factors are humans themselves. An important factor that cannot be removed from an organization or company is human resources, this is because human resources are a key determinant of whether a company develops or not. Basically, human resources are in the form of human individuals who work for the company and are the drivers, thinkers, and planners for the achievement of a company's own goals (Susan, 2019).

So far, in its development, an employee or worker is not only seen as a human resource, but more than that employees for an institution or company are seen as an

important asset, this has given rise to a new term namely H.C or Human Capital. Human resources are now no longer seen as an important asset, but rather HR is a valuable asset that can be enriched and developed not as a burden. Human resources can be broadly defined as individuals who work for institutions or companies that are useful assets whose abilities must be trained and developed (Susan, 2019).

### 3. Definition and Explanation of Human Resource Management (HRM)

Human resource management is a specific field of management to explore the relationship and role of humans in the company. Humans as employees are the main component of human resource management. So with that, the main thing that must be explored in HRM is employee relations only, in the process of achieving a company's goals, humans have an active task and more in every company activity this is because humans become planners, a worker who determines the achievement of these goals. The company will never achieve its goals if there is no task from a worker in it, the various sophisticated tools owned will not have any impact if it does not involve the active duties of a worker. Managing workers is not an easy thing because it is complicated, workers bring diverse thoughts, feelings, desires, and backgrounds into a company (Marlina & Ekasari Harmadji, 2022).

According to Gauzali, in his journal Susan (2019) that human resource management is an activity that must be carried out by a company in order to obtain the knowledge, abilities, and skills of employees who are in line with the work performed. Meanwhile, according to Edwin B. Flippo in his journal, Susan (2019) defines human resource management as planning, directing, organizing, maintaining, and dismissing workers with the intention of achieving a company goal (Susan, 2019). Therefore, human resources must be properly managed in order to increase the effectiveness and efficiency of a company (Marlina & Ekasari Harmadji, 2022).

According to experts in his book, Marlina (2022) human resource management is stated by Simamora as the utilization, development, assessment, provision of compensation, and personal management of organizational members or groups of workers. Meanwhile, according to Irham Fahmi in his book, Marlina (2022) human resource management is stated as an arrangement of organizational activities aimed at attracting, developing, and maintaining effective employees. So that through the above definition that human resource management is a science that streamlines and streamlines human resource tasks in order to achieve a company goal (Marlina & Ekasari Harmadji, 2022). This opinion is in line with Mondy's opinion in his journal Dipang (2013) regarding the understanding of human resource management that HRM is several individuals who use it to achieve a company or organization goal (Dipang, 2013).

Human resource management is a very important component (Mulyana, 2010). In achieving the goals of a company that is able to adjust and adapt to various changes that exist (Chams & García-Blandón, 2019). The following staffing programs are regulated and determined by human resource management :

- 1) Determine the quantity and assign effective employees in line with company needs based on job descriptions, job specifications, job requirements, and job evaluations.
- 2) Determine the recruitment, selection, and placement of employees based on the principle of the right man in the right place and the right man in the right job.
- 3) Determine welfare, development, promotion, and termination events.
- 4) Predict future supply and demand of human resources.
- 5) Describes the state of an economic situation in general and the development of the company in particular.
- 6) Closely monitor the labor laws and compensation policies of similar companies.
- 7) Monitor engineering developments as well as labor consortiums.
- 8) Organize education, training, and benchmark a worker's achievement.
- 9) Organize employee mutations vertically and horizontally.

10) Organize employee retirement, termination, and return or severance pay.

Behind the ability of human resource management, it is also important for workers to be able to work effectively and efficiently. Ownership of managerial competencies makes HR survive, managerial competence is the ability to create a company's vision and method and the ability to obtain and direct other resources in the form of achieving the vision, as well as applying the company's method or strategy (Marlina & Ekasari Harmadji, 2022).

Sedarmayanti in his journal Susan (2019) suggests relating the realm of human resource management based on the time of implementation and the role of development, to the following parts:

1. Pre-Duty Training; Provide training to prospective workers who will later start to work or are preparatory for new employees, so that workers can do the tasks they are assigned in the future.
2. On-Duty Training; On-duty training is carried out for workers who are currently working for an organization or company with the intention of upgrading their abilities when doing work.
3. Post-Task Training; A training held by an organization or company to help and prepare workers when they retire (Susan, 2019). Human resource management for organizations aims to create formal company targets to help a company achieve a goal, hoping to increase company productivity and utilize employees effectively and efficiently, develop, maintain the quality of work life, and work comfort, and manage changes that will mutually benefit both the employee and the company (Marlina & Ekasari Harmadji, 2022).

There are several components in human resource management including Entrepreneurs, entrepreneurs are all people who invest their capital to get an uncertain income according to the profits achieved by a company (Abdul-Rahman et al., 2014). Employee is a worker, there will be no activity and achievement created in a company, if there is no employee in it, therefore employees are used as important assets in a company. Leader, a leader is a person who has the power to direct others and is responsible for one's work in achieving a goal. The style or way of a leader who influences his subordinates, so that they work together effectively in harmony with his direction (Susan, 2019).

Manajemen sumber daya manusia berfungsi sebagai berikut :

- a. Planning; Scheming employees effectively and efficiently so that they are aligned with the needs of a company in achieving a goal.
- b. Organizing; The activity of organizing all workers with the division of labor, work relations, delegation of power, integration, and structure in the organization.
- c. Briefing; It is the activity of directing all workers to work together effectively and efficiently when helping to achieve the goals of a company, worker, or community.
- d. Controlling; Control is the activity of all workers who are controlled so that they follow company rules and work in line with the plan. If there is a mistake, the plan must be corrected.
- e. Procurement; Procurement is a process of retrieval, selection, and orientation place in order to get the right workers with the needs of a company. In the procurement process, there are also several things such as job analysis, human resource planning, recruitment, human resource selection, and human resource placement (Marlina & Ekasari Harmadji, 2022).
- f. Development; Development is a method of improving the theoretical, technical, and moral skills of workers through education or training.
- g. Compensation; Compensation is the reward of service in the form of money or goods provided by the company to its employees.
- h. Integrating; Integration is an activity that involves workers and companies to unite the two so that appropriate cooperation is formed and mutually beneficial. In its activities, integration has several things, namely work motivation and job satisfaction.
- i. Maintenance; Maintenance is an activity to maintain and improve a person's condition

both physically, and mentally, and employee loyalty. In the activity process, maintenance is carried out through welfare activities based on the needs of employees and educators.

- j. Discipline; Discipline is the utility of human resource management and the secret to achieving a goal. Discipline also means a person's awareness of obeying the applicable rules.
- k. Dismissal; Dismissal is the termination of the employment relationship between the employee and the company. In its implementation, this dismissal is regulated by law No. 12 of 1964 (Susan, 2019).

## **Sales Force Performance Improvement**

### **1. Through Product knowledge and Soft Skill Training Program**

According to Johnston and Marshall in his journal, Suparman (2017) states that performance is an assessment of behavior in order to achieve the goals of a company. Meanwhile, the performance of salespeople according to Challagala and Shervani in their journal Suparman (2017) is a level of achievement of a target by salespeople. Through this opinion, an organization will get a lot of profit or margin due to the achievement of a target, and employees also become even more enthusiastic in doing their work, when one of their targets can be achieved (Suparman, 2017). Sales performance according to Tatiana and Umar in their journal Purnomo (2021) explains that the components of a company's performance are either financial performance related to company margins or non-financial (Purnomo et al., 2021).

There are several parameters of sales force performance, namely being able to recognize potential buyers, being able to market high-risk products, and being able to achieve a sales target (Lee et al., 2015; Mora Cortez & Johnston, 2020). Assessment of sales force performance can use components directed by the sales force itself. Salespeople must take part in various types of activities carried out. As for the implementation of sales force activities, namely regarding product understanding, effective relationships that are built, effective delivery, and maintaining buyers. All companies really hope for success in their company, in the process of success it must go through a process or method, one of which is the sales force. this success can be achieved by one of the salespeople if indeed the task is his past talent, but the lack of confidence arises in someone who thinks that he does not have any skills or talents as a salesperson, even though he has the interest and desire to become a salesperson. Therefore, success can be achieved not only through a high talent but all efforts or efforts from all the energy of thought that lead to success (Suparman, 2017).

A salesperson must understand the selling point component or selling point of a product to be sold, the selling point is the benefit of a product, the quality of a product, and the place where the product is sold. Training is held to make it easier for an employee to carry out his duties. According to T. Hani Handoko in his journal, Suparman (2017) training is explained that training programs are expected to increase the efficiency and effectiveness of workers in achieving specified work targets and doing a good job. Various skills and certain usage techniques can be mastered through training programs. The training program provides material on product knowledge, soft skills, communication skills, and the ability to work in a team (Suparman, 2017).

through the results of research conducted by Suparman through linear regression analysis regarding the effectiveness of training on improving the performance of salespeople at PT Perdana Mitra Abadi Cianjur, it was found that the training program provided by the company to its employees regarding product knowledge and soft skills had a concurrent impact on improving the performance of salespeople at PT Perdana Mitra Abadi Cianjur (Suparman, 2017).

Through the results of Suparman's research, it can be concluded that human resource management is able to improve the performance of salespeople in the case example here is PT Perdana Mitra Abadi Cianjur which develops the potential of its employees through the

development of human resource management, namely providing on-duty training to its employees regarding product knowledge and soft skills.

## 2. Through the Digital Marketing Training Program

In the process of running their business, business actors in the current era have their own challenges in the development of technology that is currently developing. With the case of the covid-19 virus outbreak in 2021, technology is developing so rapidly that all industry players in any field quickly follow the changes that are developing, one of which is in the automotive industry. PT. Nasmoco Purwokerto (NASMOCO) is an automotive industry located in Central Java Indonesia, the impact is also felt by this automotive industry, which is usually the sales force at PT. Nasmoco Purwokerto carries out the sales process by coming directly to offer its products to potential customers through distributing brochures, this can no longer be used in the covid pandemic situation, the impact is the decline in car sales at the company during the covid-19 pandemic (Purnomo et al., 2021).

Therefore, a company must make changes by utilizing technology as a marketing medium. According to Pradiani in his journal Purnomo (2021) that the use of digital marketing will have a significant positive impact on sales performance. Therefore, sales performance requires this ability to improve sales performance (Purnomo et al., 2021). This has been done by PT Nasmoco Purwokerto through a digital marketing training program provided to its employees.

The results of research conducted by Purnomo (2021) on PT Nasmoco Purwokerto with an associative research method using a quantitative approach with sample data collected from 30 respondents of PT Nasmoco Purwokerto salespeople who have attended digital marketing training that training will increase a worker's ability and competence in certain skills. From the results of the data obtained, it states that it is not easy to take steps to increase sales during a pandemic. Even though the employees have participated in digital marketing training provided by the company to its workers. Purnomo himself believes that one of the causes of not achieving a company's goal is due to the high sales target during the pandemic (Purnomo et al., 2021).

The results of the final assignment research conducted by Aqmala (2007) at PT Asuransi Bumi Asih Jaya located in Central Java showed that the more appropriate a way or method of training, the better the effectiveness of sales training, while the components of the accuracy of the training method include the background of the participants, the alignment of the method with the trainee's career, and the accuracy of the training material. The results of the data show that the suitability of a method or method with training facilities has more impact than other indicators. The quality of training materials will have a lot of impact on the effectiveness of sales training, as for the components of the quality of training content include complete material, the provision of appropriate and appropriate material based on the needs, the material is new information, and the orderliness of the structure of the material provided (Aqmala, 2007). So with that, the author assumes that the failure to achieve sales goals at PT. Nasmoco Purwokerto is due to the lack of effective training provided or there are other variables that affect the achievement of the company's goals.

## CONCLUSION

Based on the research conducted, the conclusion of this study is that human resource management is a very important component in achieving the goals of a company or organization. Human resource management also functions as improving employee performance, especially in this study is the sales force. Through the results of Suparman's research, it can be concluded that human resource management is able to improve the performance of salespeople in the case example here is PT. Perdana Mitra Abadi Cianjur which develops the potential of its employees through the development of human resource management, namely providing on-duty training to its employees regarding product knowledge and soft skills.

Through the results of research conducted by Purnomo (2021) on PT. Nasmoco

Purwokerto from the results of the study that digital marketing training has a significant impact on the ability of an employee in the company. however, the results of the data obtained state that it is not easy to take steps to increase sales during the pandemic. Even though the employees have participated in digital marketing training provided by the company to its workers. Purnomo himself believes that one of the causes of not achieving a company goal is the high sales target during the pandemic.

The author also argues that the non-achievement of a company's goals may be due to the ineffectiveness of the training provided to employees as in the results of Aqmala's research (2007) at PT Asuransi Bumi Asih Jaya Central Java from the results of his research showing that the more appropriate a way or method of training, the better the effectiveness of sales training, while the components of the accuracy of the training method include the background of the participants, the alignment of the method with the trainee's career, and the accuracy of the training material. The results of the data show that the suitability of a method or method with training facilities has more impact than other indicators. There are many variables that make the non-achievement of a company's goals, among which are the ineffectiveness and inappropriateness of the material provided during training so that it affects the non-achievement of an organization's goal

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