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Human Resource Development Strategy to Improve Employee Performance at Wirman Sambal Business: Building a High-Performance Team

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ARTICLE INFO	ABSTRACT
<p>Historis: Submit 2 March 2024 Review 23 April 2024 Revision 25 May 2024 Accepted 16 June 2024 Publish 27 July 2024</p> <hr/> <p>Keywords: HR Development; Employee Performance; Culinary Industry; High Performance Team; Human Resource Management</p> <hr/> <p>Corresponding Author: Gusti Ayu Zetty Andani email: gustiayuzetty727@gmail.com</p>	<p>This study aims to analyze the Human Resources (HR) development strategy implemented in Wirman Sambal Business to improve employee performance and build a high-performance team. The dynamic culinary industry requires companies to adapt to rapid market changes, so HR development is the main key to improving productivity and work quality. Through technical skills training, soft skills, and mentoring sessions, the company strives to create a collaborative work environment and support the improvement of individual abilities in facing industry challenges.</p> <p>The results of the study show that the HR development strategies implemented at Wirman Sambal, such as technical skills training, performance rewards, and collaborative team management, have proven effective in improving employee performance and company productivity. The company's revenue has increased significantly, and customer loyalty has also increased. Thus, good HR management makes a major contribution to the company's long-term success.</p>

INTRODUCTION

Facing advances in the fields of science and technology, every company must be able to develop the ability to apply, utilize and manage knowledge and technological advances. (Kosmajadi, 2021). In addition, it is important for companies to adapt to rapid technological changes to remain competitive and relevant in a dynamic market. The ability to integrate the latest innovations and technologies into business strategies is a must in order to survive in increasingly fierce global competition. (Mirzayi & Motaghi, 2024; Sunahwati et al., 2019). Effective management of knowledge management systems will facilitate efficient information exchange and support collaboration between departments within the company (Jumady, 2021). Through effective management of knowledge and technology, companies not only increase productivity and efficiency, but also strengthen their competitiveness in the global market (Kareem & Hussein, 2019).

On the other hand, efforts to improve effectiveness and efficiency in a company do not only depend on new technology or innovation, but also on the development of Human Resources (HR) (Putri & Q, 2022). HR development focuses on improving the abilities and skills of existing

employees in the company, not just attracting new HR. Development activities carried out periodically and continuously provide long-term benefits for the success of the company (Galovska, 2023; Guo, 2023). Training, continuing education, mentoring, and career development are part of a development program that aims to improve the competence and performance of individuals in the organization (Dong & Nguyễn, 2018). By paying attention to HR development, companies can create a more productive and innovative work environment, which is able to adapt to rapid market changes and face new challenges better.

Human Resource Management (HRM) is an integral part of a company's strategy to achieve goals and ensure effective HR management (Jabbar & Patir, 2022). HRM is not just an administrative task, but more than that, it functions to manage and develop HR into a valuable asset for the company (Sadrija, 2017). In practice, HRM includes various activities, such as HR planning, recruitment, selection, skills development, and performance and compensation management (Ishimwe & Narayan, 2024). By ensuring that employees have the appropriate skills and are motivated to perform at high levels, companies can create a more productive and satisfying work environment. Through the implementation of good HRM, companies can improve individual performance, which in turn will contribute to the overall success of the organization (Kutieshat & Farmanesh, 2022).

The role of HR in a company is very broad and not only focuses on work productivity, but also on the quality of work produced by employees (Renanita & Himam, 2020). In an increasingly competitive world, the quality of HR is the main factor that differentiates the success of a company, no longer just depending on natural resources. Competitive advantage is now more determined by the ability, creativity, and innovation possessed by HR (Katou, 2017). Therefore, companies must prioritize investment in HR development to ensure sustainability and long-term competitive advantage (Ali et al., 2020). The company's development strategy must be carried out with the appropriate method to achieve the desired goals effectively and efficiently (Sabri et al., 2024). Choosing the right method is the key to success in achieving company goals (Akbari & Rasouli, 2022). Various development methods are available, such as internal training, external education, mentoring, or project-based learning. Choosing the right development method must consider the company's budget, HR characteristics, and a work culture that supports learning and innovation (Harrison & Bazy, 2017). By choosing the right method, companies can ensure optimal HR development results (Tulu & Gulilat, 2020).

The issues discussed in this article are related to HR development strategies to improve employee performance in the Wirman Sambal business. This company is interesting to study because it provides insight into how HR development strategies can be implemented to improve employee performance in specific business sectors. This article discusses the importance of HR development through the right approach to improve employee performance, including in terms of proper recruitment, skills development, creating a work environment that supports collaboration and innovation, and rewards that encourage motivation. All of these elements are part of a strategy that can be implemented to improve performance at Wirman Sambal (Papadionysiou & Myloni, 2023). By involving HR development in a planned and structured manner, the company is expected to be able to improve quality and competitiveness in an ever-growing market.

RESEARCH METHODOLOGY

This study uses a qualitative approach with a case study design to analyze the Human Resources (HR) development strategy implemented at Usaha Wirman Sambal in an effort to improve employee performance and build a high-performance team. The qualitative approach was chosen because it allows researchers to explore in depth how HR development strategies are implemented in practice in the field, as well as the challenges faced in developing employee skills and potential. This case study was conducted at Usaha Wirman Sambal to understand the specific context of the company, which focuses on HR development as the key to achieving high

performance in a competitive business environment. This study seeks to gain deeper insight into how the company manages and develops employees in order to adapt to rapid market changes and face new challenges faced by the culinary business.

The data in this study were obtained through various data collection techniques, including in-depth interviews with HR managers, company owners, and several employees involved in the HR development process. In addition, researchers also conducted direct observations of training and skills development activities organized by the company. Interviews were conducted with the aim of exploring the perceptions, experiences, and challenges faced by related parties in implementing HR development strategies. Observations were also conducted to directly monitor the implementation of training and other development activities carried out to improve employee quality. This data collection process was also followed by thematic analysis to identify the main themes that emerged related to the HR development strategy implemented at Usaha Wirman Sambal.

This case study utilizes triangulation techniques to ensure the reliability and validity of the data obtained. Triangulation is done by comparing data obtained from interviews, observations, and related documents that provide information about the HR development policy implemented in the company. Through this triangulation approach, researchers can obtain a more comprehensive and in-depth picture of the factors that influence the success or failure of implementing HR development strategies. Data analysis is done by grouping information based on relevant themes, such as employee recruitment, skills training, awards, and team management that focuses on improving performance. With this method, this study aims to provide a better understanding of the relationship between HR development and improving employee performance in the context of culinary businesses such as Wirman Sambal.

This method is expected to provide useful insights for other companies in the culinary sector or related industries that want to improve employee performance through more structured and planned HR development. The results of this study are also expected to provide recommendations for Wirman Sambal Business managers regarding the steps that need to be taken to further optimize employee potential in increasing productivity and service quality.

RESULTS AND DISCUSSION

Results

Wirman Sambal, known for its Palu-style packaged chili sauce, faces major challenges in maintaining product quality and optimizing product sales before they expire. As part of its efforts to address these challenges, the company has implemented a human resource (HR) development strategy to improve employee performance. The company's HR manager explained that one of the biggest challenges in HR management is "how to develop employee skills quickly without sacrificing quality," given that "the culinary industry is very dynamic." Therefore, an effective HR development strategy is key to optimizing employee performance, so that they can adapt to industry changes and increase productivity efficiently.

The HR development strategy implemented at Wirman Sambal includes technical and soft skills training that is relevant to employee needs. The HR Manager stated that they have various training programs, "for example, training on time management, effective communication, and technical skills in the kitchen". In addition, mentoring sessions are also held to provide direct guidance from experienced employees to new employees. "This program aims to build a solid and high-performance team", said the HR Manager. Evaluation of the training that has been provided is carried out routinely to ensure its suitability with the company's needs and the ever-changing development of the culinary industry.

Furthermore, the strategy of developing high-performance teams is a priority. "We focus on building open communication and mutual support between team members," added the HR Manager. A solid team is considered the key to the company's success. Rewarding employees who

show extraordinary performance and a collaborative approach that allows each team member to contribute to decision-making, strengthen their sense of responsibility and ownership of the work results.

The implementation of a more targeted HR strategy has shown positive results. More skilled and motivated employees contribute to increased productivity and better product quality. This is reflected in the company's increasing revenue, which has consistently increased from month to month. For example, revenue in September was recorded at 1 million, increased to 1.2 million in October, and jumped to 2 million in November. The peak occurred in December, with revenue reaching 3 million, reflecting the success of the HR management strategy in improving team performance.

The HR Manager also emphasized the importance of rewards and motivation in maintaining high employee performance, especially in the face of pressure in the culinary industry. "The culinary industry is indeed full of challenges, especially in terms of high customer demands and rapid changes," said the HR Manager. Therefore, in addition to focusing on technical skills, the company also tries to build mental resilience in employees, as well as ensuring they feel appreciated and have room to grow even when working under stressful conditions.

As part of a long-term effort, "we want to improve career development for employees so that they feel there is an opportunity to advance," said the HR Manager. By paying more attention to HR development, Wirman Sambal not only optimizes employee potential but also strengthens relationships with customers. The focus on improving product and service quality has increased customer satisfaction and strengthened customer loyalty, which in turn increases the company's market share.

Overall, this study shows that effective HR development strategies at Wirman Sambal have succeeded in improving employee performance and driving sustainable business growth. Improving individual performance through appropriate training and rewards, as well as solid and collaborative team management, played a major role in achieving significant increases in revenue and customer satisfaction. This success is proof that with good HR management, companies can build high-performance teams that are able to face challenges in a competitive market.

DISCUSSION

In addition, the company also emphasizes the importance of rewards and motivation in building a high-performance team. Giving awards to employees who show extraordinary performance helps increase work enthusiasm and a sense of responsibility (Amarullah et al., 2023). The collaborative culture implemented allows each team member to contribute to decision-making, thus creating a sense of ownership of the team's work results (Irianto et al., 2022). This is in line with the company's goal of creating an environment that supports sustainable employee growth and development (Setiawan et al., 2022).

The implementation of this HR development strategy has proven effective in improving company performance. Improved product quality and employee productivity contribute to consistent revenue increases (Fiernaningsih et al., 2022). This achievement reflects the company's success in managing human resources optimally. Not only that, this success also leads to increased customer satisfaction. With better product quality and improved service, customers feel more satisfied and loyal to Wirman Sambal products (Melisawati & Jamilus, 2024).

However, challenges remain, especially in maintaining employee performance amidst the high pressure of the culinary industry. To that end, the company develops mental resilience in employees and ensures that they feel appreciated despite facing great work pressure (Masyhadi, 2024). Building a positive work culture and supporting individual growth is an important step in maintaining employee motivation to continue to give their best. Going forward, the company plans to continue to strengthen employee career development, provide opportunities for growth, and ensure that every employee feels there is room to advance in their career (Darmawan, 2024).

This step aims to increase loyalty and optimize employee potential to the maximum. Continuous HR development, supported by appropriate rewards, relevant training, and a solid team, will be the main driver of the company's long-term success (Fajriyani et al., 2023). Overall, the HR development strategy at Wirman Sambal has succeeded in creating a high-performance team, capable of facing competitive market challenges. Good HR management has been proven to have a positive impact on productivity, product quality, customer satisfaction, and sustainable company growth. This success shows that with the right investment in human resources, companies can build a strong foundation for future success (Sono & Limpo, 2024).

CONCLUSION

Based on the results of this study, it can be concluded that the Human Resources (HR) development strategy implemented at Wirman Sambal Business has proven successful in improving employee performance and achieving more optimal results. HR development through technical and soft skills training has a positive impact on employee competence and motivation. In addition, a collaborative approach in teams and giving awards to high-achieving employees play an important role in creating a productive and supportive work environment. The implementation of the right HR development method also allows the company to face rapid market changes and dynamic industry demands, so that the company can remain competitive in the market.

However, the main challenge faced by Usaha Wirman Sambal is how to maintain employee performance in the face of high pressure in the culinary industry. Therefore, the company needs to continue to focus on developing employee mental resilience and creating a positive work culture. With good HR management and continuous development, the company can ensure that every employee feels appreciated, motivated, and has the opportunity to grow. This will strengthen relationships with customers and drive sustainable company growth.

Through structured, planned, and innovation-supporting HR development, companies can build high-performance teams that are able to face competitive challenges in an increasingly complex market. Success in improving product quality, customer satisfaction, and employee productivity shows that investing in HR development is an effective strategy for achieving long-term success. Therefore, companies in the culinary sector, in particular, can learn from the implementation of HR development strategies at Wirman Sambal to improve team performance and company competitiveness.

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