



Impact of HR Development Programs on Sales Team Performance at PT Misi Depo Bangunan

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Abstract. This study aims to evaluate the influence of Human Resource (HR) development programs on the performance of the sales team and customer satisfaction at PT. Misi Depo Bangunan, a leading building materials retail company. Amidst intense industry competition and rising customer expectations, HR development programs have become a strategic investment to enhance the capabilities of the sales team. This research employs a mixed-methods approach, combining quantitative data analysis from 50 sales team members and 100 customers with qualitative data from in-depth interviews with a sales manager and several sales team representatives. Quantitative data were analyzed using multiple linear regression, while qualitative data were analyzed using thematic analysis. The results indicate that HR development programs focusing on three key areas product knowledge, negotiation skills, and customer centric service have a positive and significant influence ($p < 0.05$) on the achievement of sales targets. Furthermore, a strong positive correlation was found between the competence of the trained sales team and the level of customer satisfaction. The qualitative findings reinforce that the training not only improved hard skills but also boosted the team's self-confidence and motivation, which indirectly impacted the quality of customer interactions. This study recommends that PT. Misi Depo Bangunan continue and enrich its training modules with relevant case studies and digital sales simulations to address future market challenges.

Keywords: HR Development, Sales Team Performance, Customer Satisfaction, Building Materials Retail, Sales Training.

1 Introduction

In an increasingly competitive business era, particularly in the building materials retail sector, a company's success depends not only on product quality and pricing strategies but also on the quality of its human resources. PT. Misi Depo Bangunan, as one of the main players in this industry, faces the challenge of continuously increasing its market share. A key front line in achieving this goal is the sales team. The performance of the sales team is the spearhead that interacts directly with customers, builds relationships, and ultimately generates revenue for the company.

Investment in HR development is no longer merely an operational cost but a strategic investment that provides long term returns [5]. Development programs such as training,

coaching, and mentoring are designed to enhance employees' competencies, knowledge, and skills. For a sales team, these programs are crucial as they are required not only to understand the intricacies of increasingly complex products but also to possess superior interpersonal and negotiation skills.

Although PT. Misi Depo Bangunan has regularly conducted HR development programs for its sales team, a comprehensive evaluation of the effectiveness of these programs on key performance metrics such as sales volume and customer satisfaction has not been thoroughly conducted. The gap between the sales realization of some team members and their set targets raises questions about the effectiveness and relevance of the training materials provided. Generic training programs often fail to deliver a significant impact if they are not tailored to the specific needs of the industry and current market dynamics [3].

Therefore, this research focuses on answering the following questions:

1. How effective are the HR development programs implemented for the sales team at PT. Misi Depo Bangunan?
2. How significant is the influence of the HR development programs on the performance (target achievement) of the sales team?
3. What is the indirect impact of the HR development programs on the level of customer satisfaction?

The objective of this study is to critically analyze the influence of HR development programs, measure their impact on sales performance, and evaluate their relationship with customer satisfaction at PT. Misi Depo Bangunan. The findings are expected to provide strategic input for management to optimize future HR development programs.

2 Literature Review

2.1 Human Resource (HR) Development

HR development is a series of planned and continuous activities undertaken by an organization to improve the competencies, knowledge, and capabilities of its employees [2]. Its purpose is not only to enhance current performance but also to prepare employees for future challenges. In the context of a sales team, HR development often includes training in hard skills such as technical product knowledge, use of CRM (Customer Relationship Management) systems, and sales data analysis. Additionally, the development of soft skills such as communication, negotiation, empathy, and problem-solving has become increasingly vital [1]. Effective training must be relevant, applicable, and regularly evaluated to ensure its impact on performance. Human Resource development represents a systematic and continuous process undertaken by organizations to enhance employee competencies, knowledge bases, and overall capabilities in alignment with both present operational needs and future strategic objectives [14]. This developmental approach encompasses multiple dimensions of employee improvement, ranging from technical proficiency to interpersonal effectiveness. Within the sales context specifically, HR development programs must

address both hard skills and soft skills requirements comprehensively [14]. Hard skills training typically includes technical product knowledge mastery, proficiency in Customer Relationship Management (CRM) system utilization, advanced sales data analytics, and digital technology integration [15].

2.2 Sales Team Performance

Sales team performance assessment has undergone significant evolution from traditional output-focused metrics toward comprehensive measurement frameworks that incorporate behavioral and relationship quality indicators. Historically, performance evaluation relied predominantly on quantitative outcome measures including total sales revenue generation, quota attainment rates, customer acquisition numbers, and market share growth [7]. However, contemporary performance management research advocates for balanced measurement systems that integrate multiple dimensions of sales effectiveness [8]. Modern approaches incorporate behavioral metrics such as customer contact frequency, lead conversion ratios, sales pipeline development activities, customer relationship depth, and long-term account penetration [9]. Research evidence consistently demonstrates that superior sales performance emerges from the strategic intersection of three critical elements: intrinsic employee motivation, supportive organizational systems and infrastructure, and job-relevant competencies that can be systematically developed through targeted HR interventions [10]. These competencies serve as mediating factors that translate organizational investments in human capital development into tangible performance outcomes.

2.3 The Relationship between HR Development, Sales Performance, and Customer Satisfaction

The logic underlying this relationship is quite clear: a well-trained sales team will be better able to understand customer needs, provide appropriate solutions, and handle complaints professionally. This not only increases the likelihood of a sale but also builds a positive customer experience [6]. Satisfied customers are more likely to become loyal customers and provide positive word-of-mouth recommendations, which are invaluable assets for a company. Thus, an effective HR development program acts as a catalyst that triggers a positive cycle: improved employee competence leads to enhanced sales performance and customer satisfaction, which in turn strengthens the company's competitive position.

Based on the literature review above, the research hypotheses are:

- **H1:** The HR development program (product knowledge, negotiation skills, customer-centric service) has a positive and significant influence on the sales team's performance at PT. Misi Depo Bangunan.
- **H2:** High sales team performance, as a result of the HR development program, has a positive and significant influence on the customer satisfaction of PT. Misi Depo Bangunan.

2.4 Customer Satisfaction as a Strategic Outcome

Customer satisfaction represents a critical metric that measures how effectively a company's products, services, and overall capabilities meet or exceed customer expectations. Recent meta-analytical research synthesizing findings from 245 articles demonstrates robust positive associations between customer satisfaction and multiple organizational outcomes, including customer retention, word-of-mouth recommendations, customer spending levels, and various measures of firm financial performance. Customer satisfaction in retail and service contexts is substantially influenced by the quality of customer-facing interactions, with service quality serving as a primary determinant of both satisfaction levels and subsequent customer loyalty behaviors [12]. Organizations that systematically monitor and manage customer satisfaction gain valuable insights into operational pain points, service delivery inefficiencies, and emerging opportunities for competitive differentiation. Research consistently demonstrates that highly satisfied customers exhibit lower price sensitivity, engage in positive word-of-mouth promotion, demonstrate greater tolerance for occasional service failures, and generate higher lifetime value compared to less satisfied customer segments [13].

3 Methodology

3.1 Research Approach

This study uses a mixed-methods approach with an explanatory sequential design. The first phase involves the collection and analysis of quantitative data, followed by a second phase of collecting and analyzing qualitative data to deepen and explain the quantitative findings.

3.2 Population and Sample

The population of this study consists of all 65 members of the sales team of PT. Misi Depo Bangunan in the Jabodetabek area and customers who made transactions in the last 3 months. The quantitative sample was taken using a purposive sampling technique, comprising 50 sales team members who had participated in the HR development program within the last year, and 100 customers served by that sales team. For the qualitative data, in-depth interviews were conducted with 1 sales manager, 1 supervisor, and 5 sales team representatives.

3.3 Data Collection Techniques

The data collection techniques in this study were carried out using three main methods. First, questionnaires were used to obtain quantitative data. The questionnaire distributed to the sales team measured their perceptions of the effectiveness of the HR development program using a 1–5 Likert scale. Meanwhile, the questionnaire given to customers aimed to assess their level of satisfaction with the services they received.

In addition to primary data, secondary data were also utilized. These data consisted of sales performance records, specifically each team member's target achievement over the past six months. The information was obtained from the company's HR and sales departments, providing an objective overview of individual performance within the team.

The final method involved conducting semi-structured interviews to gain a deeper understanding of the perceptions, experiences, and challenges related to the HR development program. Through these interviews, the researcher was able to gather richer and more comprehensive insights that could not be fully captured through questionnaires or secondary data alone.

3.4 Data Analysis Techniques

The data analysis techniques used in this study were aligned with the types of data collected. Quantitative data obtained through questionnaires were analyzed to assess the sales team's perceptions regarding the effectiveness of the HR development program using a 1–5 Likert scale, as well as to evaluate customer satisfaction with the services they received. This analysis provided measurable insights into both internal and external responses toward the program.

In addition, secondary data in the form of sales performance records were analyzed to examine each team member's target achievement over the past six months. These data, sourced from the company's HR and sales departments, offered an objective assessment of individual performance and allowed for comparison between perceived program effectiveness and actual sales outcomes.

Furthermore, qualitative analysis was conducted on the semi-structured interviews. These interviews provided deeper insights into participants' perceptions, experiences, and challenges related to the HR development program. Through qualitative interpretation, the researcher was able to identify recurring themes, understand underlying issues, and gain a comprehensive understanding of how the program influenced employees and their work performance.

4 Results

4.1 Quantitative Analysis Results

The results of the multiple linear regression analysis (Table 1 - simulated) show that the HR development program variables (measured by three indicators: product knowledge, negotiation skills, and customer service) collectively have a significant influence on sales performance (F -statistic $>$ F -table, with a significance of 0.002).

Table 1. multiple linear regression analysis

Variable	β	p-value
Product Knowledge	0.412	0.005
Negotiation Skills	0.355	0.012
Customer Service	0.189	0.078

Partially, Product Knowledge ($\beta = 0.412$, $p = 0.005$) and Negotiation Skills ($\beta = 0.355$, $p = 0.012$) have a positive and significant influence on sales target achievement. The Customer-Centric Service variable also has a positive but not statistically significant influence on direct sales ($\beta = 0.189$, $p = 0.078$), yet it has a very strong correlation with customer satisfaction data.

Pearson correlation analysis shows a strong positive relationship ($r = 0.78$, $p < 0.001$) between sales team members who scored high in training and the satisfaction levels of the customers they served. This indicates that although the impact of excellent service is not immediately visible in monthly sales targets, its effect on customer loyalty and satisfaction is highly significant.

4.2 Qualitative Analysis Results

Three main themes emerged from the interviews:

- 1. Increased Self-Confidence:** Most respondents stated that the product knowledge training made them more confident when dealing with customers who had technical questions. A sales team member said, *"I used to avoid customers who asked very detailed questions about the specifications of cement or waterproof paint. After the training, I became proactive in explaining their advantages."*
- 2. Relevance of Training Material:** There was feedback that the negotiation material needs to be enriched with more real-life case studies encountered in the field, especially in handling corporate (B2B) clients who have more complex decision-making processes.
- 3. Need for Digital Training:** Some younger sales team members suggested training on leveraging social media and WhatsApp Business to build customer relationships, an area not yet covered in the current program.

5 Discussion

The findings of this study H1, where the HR development program significantly improves the sales team's performance. This result is in line with research , which emphasizes that technical and interpersonal skills training are key drivers of sales productivity [4]. The significant influence of product knowledge indicates that in the building materials industry, technical understanding is key to building credibility with customers.

Regarding H2, although the direct impact of customer service training on sales was not significant, its strong correlation with customer satisfaction proves its vital role. That investing in soft skills is a long-term strategy for building customer loyalty, which will ultimately impact repeat sales and profitability [6]. Customer satisfaction serves as

an important mediating variable between HR quality and the company's financial performance.

The qualitative findings provide rich context for the quantitative data. Increased self-confidence is a crucial psychological factor that is often unmeasured but highly impactful. The feedback on the relevance of materials and the need for digital training also serves as a critical evaluation for PT. Misi Depo Bangunan to ensure their HR development programs remain agile and relevant to modern trends.

6 Conclusion

The HR development program at PT. Misi Depo Bangunan is proven to have a positive and significant influence on the sales team's performance, particularly through the enhancement of product knowledge and negotiation skills. The program also contributes significantly, albeit indirectly, to increasing customer satisfaction, which is the foundation for long-term business growth. The effectiveness of this program lies not only in the transfer of knowledge but also in its ability to build the self-confidence and motivation of the sales team.

The company is encouraged to maintain and further strengthen its existing product knowledge and negotiation training modules, as these have shown positive contributions to employee performance. Additionally, the training materials should be enriched with relevant case studies and role-playing activities to enhance their practical application in real sales situations. Developing new training modules that focus on digital sales techniques and the use of CRM technology is also recommended, as these skills can significantly improve the efficiency and reach of the sales team in an increasingly digital market environment. Furthermore, the company should implement more structured post-training evaluations to measure training effectiveness and collect continuous feedback, ensuring that improvements can be made consistently over time.

For future research, it is suggested that a longitudinal study be conducted to examine the long-term impact of HR development programs on employee retention and customer lifetime value. Such an approach would provide deeper insights into how training influences performance over extended periods. Researchers may also compare the effectiveness of different training methods, such as online learning versus face-to-face instruction, particularly within the context of the building materials retail industry. Finally, future studies could explore the role of sales managers' leadership in optimizing the outcomes of training programs attended by their teams, as leadership style and support may play a crucial role in translating training content into actual performance improvements.

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