

Human Capital Development Strategy in Supporting Employee Performance Improvement Usedcar Advisor

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Abstract

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Human Capital, Employee Performance, Development Strategy, Usedcar Advisor

This study aims to analyze human capital development strategies in supporting the improvement of the performance of Usedcar Advisor employees at Kalla Toyota Trust Makassar. The background of this research departs from the low effectiveness of training and mastery of used vehicle appraisal techniques which has implications for the increase in the number of old stock and the decline in the company's operational efficiency. The research uses a descriptive qualitative approach with data collection techniques through observation, interviews, and documentation studies on employees and company management. The results of the study show that the human capital development strategy at Kalla Toyota Trust has included training, competency development, and career management, but the implementation has not been optimal in the field of implementation. The main inhibiting factors include the lack of post-training assistance and the lack of a measurable performance evaluation system. With the optimization of continuous training strategies and the improvement of competency-based work culture, the performance of Usedcar Advisor employees can be significantly improved.

INTRODUCTION

The development of the global automotive industry is currently entering an era of disruption marked by rapid advances in digital technology, changes in consumer preferences, and strict environmental regulations. Based on data from the International Organization of Motor Vehicle Manufacturers (OICA), the growth of the world automotive market reached 5.3% per year, while the demand for used cars in the Asia Pacific region increased by 8% (OICA, 2023). In Indonesia, the automotive industry contributes 4.2% to the national Gross Domestic Product (GDP) (Kemenperin, 2023), with an increase in used vehicle sales of around 12% annually (Gaikindo, 2023).

This development shows that the automotive industry is not only focusing on the production of new vehicles, but also creating a wide economic effect, including in the used car sales sector, after-sales service, and parts sales. One of the fastest-growing innovations is the trade-in service, where customers can trade in their old vehicles to buy new cars in an easier and more economical way. The trade-in program provides a double benefit, namely increasing new car sales while opening up business opportunities in the field of used car vehicle management (Faturrochman & Yaasiin, 2024).

One of the manufacturer brands that has run this program is the Toyota manufacturer through a special division called "Toyota Trust" which began its application to Toyota Auto 2000 dealers in Jakarta and in 2020 officially penetrated to the island of Sulawesi through the dealer PT. Hadji Kalla Toyota, Especially at PT. Hadji Kalla Toyota program is managed in a separate department, namely the Used Car Department with the familiar name "Kalla Toyota Trust", which

is located at Jl. Urip Sumoharjo No. 225, Makassar City, South Sulawesi Province. It has a total of 68 employees. This business unit is responsible for all customer trade-in used car vehicle management activities.

In the face of increasingly fierce automotive market competition, Kalla Toyota Trust is required to have human capital that is not only technically competent, but also adaptive and professional. The success of the company no longer depends solely on the quality of the product, but also on the quality of its human capital. Human capital plays an important role in building a competitive advantage, especially in the areas of customer service and decision-making processes based on asset analysis, such as the valuation of used cars (Shin & Shin, 2025).

Employees who are positioned as Usedcar Advisor employees have the main responsibility in appraisal used car vehicles to be purchased from customers through the Trade-in program. This task requires high analytical skills in assessing the condition of customers' used cars, determining market value, and estimating potential resale. Accuracy in appraisal or appraisal is an important key so that the price set does not harm the company or customers. Therefore, the role of usedcar advisor employees is strategic because the results of their work have a direct impact on profitability and company image.

As a form of strengthening human capital, Kalla Toyota Trust has held several training and competency development programs for Usedcar Advisors. For example, in 2020 the company collaborated with Toyota Astra Manufacturing (TAM) to hold a training on improving appraisal or appraisal capabilities. Then in 2025, basic appraisal or assessment training will be held again with a focus on understanding the used car vehicle market and valuation techniques in accordance with market prices. These efforts show the company's commitment to building competence and quality of human capital in a sustainable manner.

However, the results of observations or observations by researchers in the field show that the implementation of the training has not fully had a significant impact on improving the performance of usedcar advisor employees. Some employees still have difficulties in implementing appraisal or assessment techniques that are not accurate and not in accordance with the company's operational standards.

Some usedcar advisor employees at Kalla Toyota Trust Makassar still do not fully master the appraisal technique of used car vehicles in accordance with the company's operational standards. In practice, the process of assessing vehicle prices is often carried out based on personal estimates, or purely field experience, without thoroughly considering important factors such as engine condition, maintenance history, vehicle age, market price trends, and actual depreciation (after-sales decline). As a result, there are often errors in determining the purchase price of used cars from customers, either too high or too low. Another impact can be seen in the increasing number of used vehicle stock that is difficult to sell (old stock). Trade-in units whose valuation does not match the market price become less competitive, so it takes longer to be resold. This condition causes capital turnover to be slow, storage costs increase, and the company's cash flow efficiency to decrease. The situation shows that weaknesses in mastering appraisal or appraisal techniques are not just a matter of individual skills, but have direct implications for the profitability, operational effectiveness, and overall sustainability of the company's business.

Based on internal data, in 2023 out of a total of 2,450 units of vehicles trade-in or trade-in, 747 units (30%) were recorded as old stock, while several brands became old stock, Toyota brands 514 units and other brands such as Daihatsu, Suzuki, Honda and others as many as 233 units. Meanwhile, in 2024 there will be 2,141 units and as many as 615 units (28%) will be in old

stock, while some brands will become old stock, the Toyota brand will have 429 units and other brands such as Daihatsu, Suzuki, Honda and others will have 186 units. The average life of the remaining stock or those that have not been sold is more than 45 days, there are even used car units that are up to 2 years old.

This fact indicates that the human capital development strategy at Kalla Toyota Trust Makassar has not run optimally, especially in terms of the effectiveness of training, employee retention of usedcar advisors, and the company's operational standards so that employee performance has not been maximized. In fact, according to (Soetrisno, 2022), planned and sustainable human resource development will result in an adaptive, productive, and efficient workforce. (Soetrisno, 2023) It also emphasizes that organizations that are able to align company needs with individual potential will create synergies that support improved performance and competitive advantage.

Thus, although the company has undertaken various training and coaching efforts, there is still a gap between the human capital development program implemented and the expected performance results. Therefore, an in-depth analysis is needed on how the human capital development strategy is implemented and the extent to which the strategy is able to improve competence, accuracy of appraisal or assessment, and the performance of usedcar advisor employees.

Several studies on human capital development strategies and employee performance show that there are differences or research gaps between each other, namely, (Sianturi et al., 2024) found that both variables had a positive and significant effect, both partially and simultaneously, with a contribution of 74% to the improvement of employee performance, however, this contradicted the research (Pede & Simamora, 2021), which actually shows the negative influence of human capital on employee performance.

Similarly, (Anggara et al., 2023) concludes that human capital has a positive and significant effect on employee performance based on their data processing, but these results differ from (Widiarini & Nurannisa, 2022), which found no significant influence between human capital and employee performance.

In addition, (Yuliandari et al., 2023) shows that human resource management strategies have a positive impact on improving employee performance and providing benefits to the company as a whole, while (Idris et al., 2025) Instead, it states that human resource development does not have a significant effect on employee performance.

This research is based on the results of previous research that show that there is a difference in findings (research gap) related to the influence of human capital development strategies on improving employee performance. Some studies showed a positive and significant relationship, while others found no significant effect. The difference in findings suggests that the effectiveness of human capital development strategies can vary depending on the characteristics of the company, the type of industry, and the context of its implementation.

In this case, this study has a peculiarity because it focuses on companies in the manufacturing (automotive) sector, especially used car trading business units that have rarely been researched before. This focus is important considering that the sector has high work dynamics and demands precise analysis in decision-making, especially in the position of Usedcar Advisor employees who play a direct role in the company's revenue and image.

Explaining the background of the above problem, the author became interested in researching and studying further matters related to "Human capital theory and employee

performance". Then from this research the author chose the title of the thesis: "Human Capital Development Strategy in Supporting the Performance Improvement of Usedcar Advisor Employees at Kalla Toyota Trust Makassar"

METHODS

This study uses a qualitative approach with a qualitative exploration study type. According to Creswell (2014), it is stated that qualitative research is an approach to explore and understand the meaning that is considered to come from social or humanitarian problems. This research process involves efforts to build a complex, holistic picture, and interpret meaning based on the views of the participants (Scott, 2018).

This study uses a qualitative methodology to find out and analyze the opinions of informants with the phenomenon that occurs in depth regarding human capital development strategies in supporting the improvement of the performance of usedcar advisor employees at Kalla Toyota Trust Makassar.

The subject of this study is an employee of kalla toyota trust Makassar. The individuals selected as informants were five people, namely 1 HO BSD Assistant manager, 1 HO operator assistant manager, two SPV people and one usedcar advisor staff employee. Primary data was obtained through interviews conducted with individuals selected as informants. Secondary data is obtained through company documents, training reports and performance evaluation archives.

Data collection techniques were carried out through participatory observation, in-depth interviews with informants and documentation studies. Data analysis uses the interactive method of Miles and Huberman through the stages of data reduction, data presentation and conclusion drawn. The validity of the data is strengthened through triangulation of sources and methods.

RESULTS AND DISCUSSION

Human capital usedcar advisor development strategy at Kalla Toyota Trust Makassar

1. Training and training dimensions

Usedcar Advisor training and training is a strategic need to ensure accurate, objective, and consistent used car valuations. This program includes strengthening technical skills, market analysis, and communication skills so that advisors are able to set rational prices while delivering them transparently and convincingly to customers.

As said by the informant on behalf of Muh. Nasrullah as Ho. Bsd Assistant Manager of Kalla Toyota Trust Makassar: "The development of human capital at Toyota Trust is still limited. Although there are already some trainings such as assessment, inspection, and sales, a tiered and structured curriculum still does not exist. So far, the training has only focused on newly joined Usedcar Advisors, with assessment and inspection training. Sales training is provided for USED CAR ADVISORS who have about 1-2 years of experience. The main obstacle in human capital development is the absence of a structured guide or curriculum, which should be tiered to improve the competence of Usedcar Advisors."

As also said by the infoman on behalf of Agus Triputra as SPV Usedcar Advisor: "But what is lacking at this time is supervision in the application of the training. Usedcar Advisor friends already understand buying techniques, selling techniques, stock management. It was repeatedly repeated and must have understood it once. But the obstacle is in the source of the unit. Although there is already training for newly joined Usedcar Advisors, the skills absorbed are only about 50% in the first 3 months, and the rest will only be formed after 12 months or 1 year of work. In the future, training will be improved again, especially in the buying and selling sections. There are plans to add training related to online strategic marketing. Currently, the development of training is still based on concepts in HO, and often does not meet the needs in the field. Hopefully, in the following years, the development team at HO can provide more applicable knowledge."

The same was said by Abdul Azis as HO. Opr. Assistant Manager: "Human capital development at Toyota Trust itself has been carried out in 2020-2021, but this training is still very lacking. The last training carried out was only about taxation and how to see cars that have had an accident or body damage. The main challenge is that Toyota Trust does not yet have a clear curriculum or guidance from Toyota Astra Motor. As a result, the development of Usedcar Advisor competencies is very limited, and they rely only on personal experience and hands-on observation without using the appropriate tools. Skill development for usedcar Advisor is still lacking. They are not equipped with adequate tools to assess cars, so the assessment process is often done based on estimates or instincts alone. In the future, we hope that there will be special training to improve the skills and soft skills of Usedcar Advisors so that they can make assessments and decision-making more accurately and in accordance with standards."

The results of the interviews show that human capital development at Kalla Toyota Trust has not been running optimally because it is still limited to technical training without a tiered curriculum and official guidance from TAM. Although existing training helps with daily work, its development has not been systematic and has not supported long-term competency improvement. Therefore, a more structured, sustainable, and direct impact on improving employee quality and organizational performance is needed.

2. Educational dimension

The educational background of a Usedcar Advisor has a great influence on his performance because he forms analytical skills, discipline, and systematic thinking needed in the vehicle assessment process. Education helps advisors understand and process information logically, conduct thorough inspections, and set prices rationally and data-driven. In addition, education also improves administrative and professional communication skills, so that advisors are able to convey assessment results clearly, argumentatively, and build customer trust.

The results of the author's interview with Abdul Azis as HO. Opr. Assistant Manager of Kalla Toyota Trust Makassar: "Basically, this Usedcar Advisor is from a background, education is very different, yes, there are those from management, not from automotive, that's it, that's a little difficult because the educational background is not from automotive so it takes a little time to adjust to the work".

As also said with infoman on behalf of Tamsir Usedcar Advisor: "If we want to see, yes, actually the educational background in the automotive field should be because we are talking about car inspection. Well, it's good like that, but it doesn't rule out the possibility that there can be even if the background is not from automotive. Well, it could be that the person is an automotive lover, well he learned a lot from it as well so that their experiences were obtained

from self-taught learning. Background is actually very decisive as well, but if you want to learn more hard, even if your background is not automotive, you can be an expert in that field."

The results of the interviews show that the educational background of the Usedcar Advisor at Kalla Toyota Trust is quite diverse and most of them do not come from the automotive field. This is a challenge because their work demands a technical understanding of the vehicle, inspection standards, and accurate pricing assessments. As a result, advisors with a non-automotive education background take longer to adapt and master detailed and specific assessment techniques and work procedures.

Improving the Competency of Usedcar Advisor Employees at Kalla Toyota Trust

1. Dimensions of Assessment Techniques

The results of the author's interview with Abdul Asiz as Ho. Opr. Assistant Manager Trust regarding the Competence of Usedcar Advisor Assessment Techniques, as follows: "Usedcar Advisors must be equipped with the correct assessment techniques, not only based on their views, but there must be in-depth coaching on how to assess and determine the price of the car. Assessments conducted by Usedcar Advisor still rely on personal experience and visual observation, without the appropriate tools for more accurate assessment. One of the challenges in assessment is the lack of adequate tools for more accurate assessments, which leads to Usedcar Advisors often relying solely on personal experience and forecasts."

As also said by Tamsir as Ho. The Usedca Advisor Trust says that: "Training for appraisal can be further deepened, especially for what parts are important to pay attention to in the appraisal process. After getting training, the knowledge we get before and after training is very different, because with training we can get more detailed things about assessments"Usedcar Advisors must be able to develop their knowledge and knowledge so that they are better at doing assessments and sales, not just satisfied with the knowledge they already have today"

Abdul Asiz explained that the assessment training in 2020 focused on assessing vehicle damage, but the training did not continue intensively, so the continuity of skill development became weak. Meanwhile, Tamsir added that despite the cooperation with Toyota's human capital to routineize training, the material provided was still limited to assessment, inspection, and a little sales training. Overall, the lack of tiered training and a structured curriculum makes the development of competencies, both technical and soft skills such as communication and negotiation, not optimal. A more comprehensive continuous training system is needed to improve the professionalism and quality of work of Usedcar Advisors in the future.

2. Market analysis dimensions

The results of the author's interview with Muh.Zakir Mubarak as SPV of Kalla Toyota Trust regarding the Market Analysis Competency of Usedcar Advisor, are as follows: "The challenge faced is that the Usedcar Advisor must understand the vehicle market, because if we want to assess the car, we must know whether the unit is in a declining market condition or not. Usedcar Advisor must know the market conditions when making an assessment, because if the market is down, then the assessment price will also be different. This greatly affects the valuation of used cars"

The results of the author's interview with Abdul Asiz as Ho. Opr. Assistant Manager Trust regarding Usedcar Advisor's Market Analysis Competencies, as follows: "Usedcar Advisor must learn about dynamic market trends, as market conditions and demand for certain units can change at any time, affecting prices and stocks in the market. If Usedcar Advisors are not able to analyze and predict market trends, then they will run the risk of having a lot of old stock that is

difficult to sell and at risk of losses. Market trends must be carefully considered, because if a certain unit is in high demand in the market, then the stock will be scarce and the price will be more expensive, which has an impact on the assessment and sales process."

The results of the interviews show that the valuation of used cars is greatly influenced by market conditions, where the "market up" or "market down" situation is the main factor that determines the assessment results. The informants emphasized that taxation is not only a technical activity, but also a business decision that must adapt to market dynamics in order to maintain accurate valuations and avoid losses. They also highlight the importance of sensitivity to demand trends, as rapid changes can affect unit prices and availability; Lack of market analysis can lead to the accumulation of old stock and a decline in the value of assets. Therefore, market analysis competencies are an important skill for Usedcar Advisors to anticipate risks and maintain the company's profitability.

3. Dimension of soft skills usedcare advisor

the results of the author's interview with Abdul Asiz as Ho. Opr. Assistant Manager Trust regarding the Improvement of Usedcar Advisor Soft Skills, as follows: "Actually, if the Usedcar Advisor soft skill is for negotiation, there is no certain trick at all or certain training does not exist. But Usedcar Advisors themselves, indeed they negotiate it or their way of communicating do learn from their own personal experience, like that." "This means that in terms of guidance for communication or communication style or negotiation styles, Usedcar Advisors look at the data according to the reality of the assessment that is conveyed to the customer. If it is for separate training, there is none. But the Usedcar Advisor is indeed equipped with the results of their assessment from the results of the assessment, so they determine what kind of communication style they are communicating, whether it really has to be delivered on their own, like that." "The Usedcar Advisor itself inevitably has to learn auto-taught, because indeed in Toyota Trust itself there is no training on communication styles, but if every training there is such a thing as roleplay, roleplay is there where the usedcar advisor is taught tricks and tricks to negotiate with customers like that, actually, in general there is no such training, Mr. Jadil is still far from enough for his skills, Usedcar Advisor himself is like that."

The results of the interviews show that the development of Usedcar Advisor soft skills, especially in communication and negotiation, is still self-taught without a planned training system. The absence of a dedicated program or communication guide makes each advisor's abilities depend on personal experience, resulting in an uneven quality of interaction with customers. Although there are roleplay sessions in some trainings, the implementation is not systematic and has not been able to form consistent negotiation skills. Overall, the lack of formal standards and coaching leads to gaps in the ability to deal with customer objections, maintain relationships, and reach agreements, which ultimately impacts transaction effectiveness as well as customer satisfaction.

Implications of Improving the Performance of Usedcar Advisor Employees at Kalla Toyota Trust Makassar

1. Performance productivity dimension

the results of the author's interview with Abdul Asiz as Ho. Opr. Assistant Manager Trust regarding the Productivity of Usedcar Advisor Performance, as follows: "we hope that the performance of this Usedcar Advisor is indeed personally much better, the productivity increases, both the activities to the company or the sense of trust in the company are higher after the training and various things need to be underlined hopefully the productivity of their Usedcar

Advisor is much better, the way of assessment is much better, the second is how to manage their old stock, they are better at running SOPs or work conditions in the company much better, that's what we expect"

The results of the interviews showed that the informants had expectations for the improvement of the Usedcar Advisor's performance after the training, both in terms of productivity and the quality of the relationship with the company. The training is expected to be able to improve competence in vehicle assessment, stock management, and compliance with applicable work procedures. Increased professional development and trust in the company is believed to strengthen work commitments and support the achievement of organizational goals.

2. Operational Efficiency

the results of the author's interview with Abdul Asiz as Ho. Opr. Assistant Manager Trust related to the Operational Efficiency of Usedcar Advisor, as follows: "Hmm regarding the operational efficiency of Usedcar Advisor, it is indeed seen from the way it works, which is the first thing we hope they will be able to work according to SOP standards, which is a better way of assessing their assessment of a better way of communicating to customers better the way to deliver their assessment results is indeed really directed to the condition of the customer's vehicle and able to close each assessment and every car sales, Usedcar Advisor itself so that operational efficiency is really directed from their performance like that is what we expect from this operational efficiency, namely Usedcar Advisor is really mature in assessing the delivery of vehicle value, conveying vehicle prices is how to do the administration, how to check the BPKB is all really directed and measurable according to such operational standards, Hmm what is expected from the Usedcar Advisor, professional, yes, that's the professional, that's what is required by the usedca advisor, clearly in terms of work according to the SOP procedures that apply at Toyota Trust, they understand the work procedures"

The results of the interviews show that the operational efficiency of Usedcar Advisor is understood as the integration between compliance with SOPs as well as technical and interpersonal competencies in every stage of work, from assessment to vehicle sales. Efficiency is not only oriented to speed, but to the quality of measurable, consistent, and results-oriented processes. The integration of professionalism and procedural discipline is considered to have a direct effect on sales performance and the company's image in maintaining reliable service standards.

3. Company Profitability

The results of the author's interview with Abdul Asiz as Ho. Opr. Assistant Manager Trust regarding the Profitability of the Usedcar Advisor Company, as follows: "The expected profitability is how the Usedcar Advisor really becomes the front line for the company in achieving goals, especially the targets that have been determined in each department. In this case, Usedcar Advisors focus on their respective targets, so their probability of achieving better results increases. After participating in training and competency improvement, they become more mature in identifying transaction priorities, which should be given maximum value and which should not, so that the results obtained are more optimal and support the achievement of the company's targets."

As Agus Triputra as SPV Usedcar Advisor at Kalla Toyota Trust said that: "But the obstacle is in the source of the unit. Because if the target is already chased, we will turn a blind eye to the units. So in the end, we rejected the unit that should have been training-wise, but in the field we still had to take it. This is what damages the supply chain in trusts. Buying a lot of

things is bad, in the end the sales are also not good. Yes, that's how it is in general. What the SOPs teach is like when in the field it is sometimes difficult to apply the SOP."

The results of the interviews show that the company's profitability is understood as a result of the balance between the achievement of targets and the quality of transaction decisions. Usedcar Advisor as the company's frontline. Training and competency improvement are expected to be able to encourage more optimal transaction selectivity, but in practice target pressure often leads to deviations from the SOPs, especially in unit acquisition. This condition has an impact on declining stock quality, slowing sales turnover, and eroding profit margins, thereby weakening efforts to increase profitability in a sustainable manner.

DISCUSSION

Human capital development strategy at Kalla Toyota Trust Makassar

Training and training play an important role in improving the competence of Usedcar Advisors at Toyota Trust Makassar, especially in the technical aspects of assessment, sales, and vehicle stock management. This program aims to prepare the workforce to be able to provide optimal service, maintain sales quality, and adapt to the dynamics of the automotive market. Continuous competency development, including through certified training, has been proven to support improved performance, customer satisfaction, and company competitiveness.

Training and training

According to Becker (1993), Training is part of investment in human resources that aims to improve individual skills, knowledge, and abilities so that work productivity increases. Training is an investment that produces "returns" in the form of increased competence and employability (Amelia et al., 2023).

Training and training for Usedcar Advisors needs to be carried out both for long-time and new Usedcar Advisors, because the training and training is a management task in an effort to improve performance and skills. Effective training and training will help Usedcar Advisors to work better in assessing the condition of used cars and negotiating with customers (Sindhu et al., 2024).

Usedcar Advisor behavior that does not conform to operational standards needs to be addressed through ongoing and structured training and evaluation. Timely training, including assessment, communication, and transaction handling skills, plays an important role in preventing a decline in team performance and maintaining work motivation. In addition to tiered coaching for underperforming advisors, rewards and incentives for high-performing advisors are needed to maintain the quality of work and drive overall performance improvement (Amelia et al., 2023).

Education

According to Becker (1993), in human capital theory, education is seen as an investment to improve the quality of "human capital" because through education a person increases knowledge and skills which ultimately increases his productivity and economic value (Febriani et al., 2025).

From that perspective, education is not just a degree requirement, but the process of equipping skills that are actually used in the job. In the context of Usedcar Advisors, relevant education and training will make them more competent in appraisals, reading unit conditions, understanding work standards, and making price decisions more accurately, so that the risk of errors and losses can be reduced and the quality of service to customers is improved (Delisa &

Putra, 2024).

Improving the Competency of Usedcar Advisors at Kalla Toyota Trust Makassar Taxation Techniques

According to Backer (1999), it is explained that competence is a collection of skills, knowledge, attitudes, and behaviors that are necessary to achieve the desired performance in a certain job or function (Krisnawati & Bagia, 2021).

A Usedcar Advisor must have the ability to accurately evaluate the condition of a used car vehicle, utilize technical knowledge regarding various makes and models of vehicles, and have a professional attitude that supports objectivity in providing price assessments. This competence is not only important in determining the exact selling price of the vehicle, but also affects customer trust in the quality of services provided. As automotive technology evolves, a Usedcar Advisor also needs to constantly update his or her skills and knowledge to stay relevant in an ever-changing industry.

Market analysis

According to Kotler and Keller (2016), market analysis capabilities are the ability to collect and analyze relevant market data to understand consumer needs and desires and predict their behavior (Purba et al., 2021).

Usedcar Advisor, this sustainability plays a very important role in determining competitive and realistic prices based on dynamic market conditions. A Usedcar Advisor who is skilled in market analysis will be able to recognize seasonal patterns in the demand for used vehicles, as well as adjust pricing strategies to economic fluctuations or government policies that affect the automotive industry. These capabilities are not only about the technical understanding of the vehicle, but also about the skills to respond to market changes and provide appropriate value to customers.

Soft skills usedcare advisor

According to Robbins and Judge (2013), soft skills or social skills include the ability to communicate clearly and effectively, adapt to change, work in a team, and handle conflicts (Pahrasya, 2024).

Usedcar Advisors who have good communication skills are able to convey information clearly, handle negotiations, and respond effectively to customer complaints, increasing trust and loyalty. The ability to adapt, manage conflicts, and work together in a team also support the smooth work process and service efficiency. These interpersonal skills contribute to strengthening the customer experience and establishing a professional and customer satisfaction-oriented corporate image (Yang, 2024).

Implications of Improving the Performance of Usedcar Advisor Employees at Kalla Toyota Trust Makassar

Performance productivity

Improving the technical competence and soft skills of Usedcar Advisors will directly increase their performance productivity (Yang, 2024). A Usedcar Advisor who is more trained in vehicle valuation and market analysis can complete more tasks in less time. For example, with a more in-depth knowledge of the vehicle, they can make assessments faster and more accurately.

Their ability to communicate better also means they can complete negotiations with customers more efficiently, minimizing wasted time and allowing them to serve more customers in a single day. This will have an impact on increasing vehicle sales volume and increasing overall productivity (Hasanah, 2023).

Operational Efficiency

According to Backer (1962), operational efficiency is a condition when an organization is able to produce the same or higher output with smaller inputs because human capital investment (education, job training, health) increases worker productivity (Sahlan & Abdi, 2022).

The improvement of the competence of Usedcar Advisors, both in technical aspects and time management and multitasking, contributes directly to operational efficiency at Kalla Toyota Trust Makassar. The ability to assess quickly and accurately and systematically execute transaction processes can reduce customer wait times, reduce administrative errors, and minimize rework. This allows the company to handle larger transaction volumes with the same resources and shift management's focus to value-added strategic activities (Yang, 2024).

Company Profitability

According to Becker (1962), profitability will increase when companies invest in quality human resources (e.g. job training) that provide economic returns that exceed their costs, because these investments increase productivity and ultimately increase the company's profits (Gustiawan, 2024).

Improving the performance of Usedcar Advisor has a direct impact on the company's profitability through revenue optimization and reduced operational costs. Accurate assessment, good market understanding, and effective negotiation skills can increase margins per unit and reduce the risk of transaction errors. Higher work efficiency also reduces waste and rework, thus supporting a sustainable increase in net profit (Wahjono, 2025).

CONCLUSION

The human capital *development strategy* at Kalla Toyota Trust Makassar has been directed at improving the technical competence and professionalism of *Usedcar Advisors*, but its implementation has not been fully effective in improving performance. Optimization of competency-based training, the implementation of an objective performance evaluation system, and the improvement of continuous coaching are needed to address the gap between training and work outcomes. The development *of human capital* that is planned, sustainable, and performance-based will strengthen the company's competitiveness in the increasingly competitive automotive market.

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