ANALYSIS OF EMPLOYEE DEVELOPMENT STRATEGIES AND CORPORATE STRATEGIES TO INCREASE PRODUCTIVITY AND CULINARY COMPETITIVENESS OF GEPREK CHICKEN
(Empirical Study on Kafanaa Chicken & Noodles)

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Abstract: This research journal aims to analyze employee development strategies and corporate strategies at the Kafanaa Chicken and Mie restaurant. The research method used is a qualitative empirical study with data collection techniques through interviews and observation. The results of this research show that employee development strategies and corporate strategies are effective in helping Kafanaa Chicken & Mie to increase productivity and culinary competitiveness. Based on the results of this research, employee development strategies and corporate strategies are effective in increasing productivity and competitiveness, so it is highly recommended for businesses operating in the culinary industry to implement employee development strategies and corporate strategies.

Keywords: Employee development strategies, corporate strategies, Productivity, Competitiveness

INTRODUCTION
In the era of globalization and ever-growing market dynamics, the culinary industry in Indonesia has experienced significant growth. Business trends show an increasing public preference for fast food, which influences consumer choices in choosing where to eat. One phenomenon that stands out is the popularity of the Ayam Geprek menu, consumption of geprek chicken rose 13 percent between 2016 and 2017, while overall poultry consumption increased six percent.

Behind a restaurant's success in serving a menu that is in demand, there is a key factor that cannot be ignored, namely Human Resources (HR). Human resources play an important role in maintaining service quality, maintaining the cleanliness of restaurant facilities, and ensuring the consistency of the taste of the products served. However, the culinary industry is faced with serious challenges related to HR management, such as limited employee skills, high levels of employee rotation, and challenges in managing employee performance. (Jarwan & Ibrahim, 2020).

Therefore, an appropriate HR management strategy is crucial for business managers in the culinary industry. This includes a selective recruitment process, ongoing training, and
employee motivation. Otero-Ferrer et al (2018) stated that in an effort to improve the performance and competitiveness of a business, a holistic HR management strategy is needed.

From the background explanation above, this research aims to analyze employee development strategies and corporate strategies that can increase productivity and competitiveness in the Ayam Geprek culinary realm. Through a qualitative approach, this research will explore best practices in HR management that can be adopted by business managers, as well as highlight the importance of investment in HR development for business growth and sustainability. Thus, it is hoped that this research can make a significant contribution to the understanding and practice of HR management in the culinary industry, especially Ayam Geprek.

**Theoretical review**

Human Resources Management (HRM) encompasses a set of principles, policies, procedures, and actions designed to maximize productivity, employee satisfaction, and an organization's competitive advantage. Agustian et al (2023) states the key elements related to Human Resource Management Strategy:

1. **Human Resource Planning:** This is the initial step in HRM, where organizations plan their human resource requirements to achieve business goals. This includes workforce planning, recruitment planning, and employee development.
2. **Recruitment and Selection:** HRM includes strategies for attracting and selecting individuals best suited to the needs of the organization. It involves the process of recruiting, interviewing, assessing, and making decisions about hiring new employees.
3. **Employee Development:** Organizations need to invest in employee development to equip them with the necessary skills and knowledge to grow with the organization. This involves training, career development, and education.
4. **Performance Evaluation:** Performance evaluation is an important part of HRM, where employees are assessed based on their achievement of goals and competence. The results of this evaluation can be used for feedback, incentives, or decisions about promotions or terminations.
5. **Compensation and Rewards Management:** HRM strategies include how organizations provide compensation, incentives, and rewards to employees in recognition of their contributions. This also includes management of benefits such as insurance, allowances, and other facilities.
6. **Conflict Management and Employee Satisfaction:** HRM strategies also involve efforts to manage conflict within the organization and ensure employee satisfaction. High employee satisfaction can increase employee retention and productivity.
7. **Policies and Compliance:** HRM includes the creation and implementation of human resources related policies, including compliance with relevant employment laws and regulations.
8. **Change Management:** Successful organizations must be able to manage change. HRM should include strategies for managing organizational change and ensuring that employees can adapt to these changes.
Effective Human Resource Management Strategies can help organizations achieve their business goals, improve performance, increase employee satisfaction, and maintain a competitive advantage in the marketplace. It is a holistic approach that recognizes that human resources are the most valuable asset in achieving organizational success.

Corporate strategies is not just about trying to be the best at everything or responding to every competitor's tactic, but rather about making unique choices that differentiate the company from others and create sustainable added value. The main concept introduced by Porter is the value chain, namely a series of activities that create added value for customers. By understanding a company's relative position in the value chain and focusing on differentiating activities, companies can develop strategies that enable them to achieve competitive advantage in dynamic markets. Thus, understanding Porter's concept of corporate strategies provides an important basis for companies to formulate effective strategies in achieving their business goals (Porter, 2008).

Employee productivity is a crucial factor that influences the performance and success of an organization. According to research by (Wright & McMahan, 1992), employee productivity is not only influenced by individual skills and motivation, but also by the HR development strategy implemented by the organization. Furthermore, studies by Mohammed Abu Hussein et al (2023) highlighting the importance of a supportive work environment and providing support to employees in achieving organizational goals as one of the key factors influencing productivity. Additionally, factors such as clarity of organizational goals, effective communication, and recognition of employee contributions can also increase productivity.

Competitive advantage is an important concept in business strategy, which refers to a company's ability to create unique added value for customers and outperform its competitors in the market. According to Porter, there are two types of competitive advantage, namely cost advantage and product differentiation. Cost leadership occurs when a company can produce products or services at lower production costs than its competitors, while product differentiation occurs when a company's products or services are considered unique by customers, so the company can set higher prices. In addition, the value network concept is also important in understanding competitive advantage, where companies must understand how each activity in their value chain can contribute to the creation of unique added value (Porter, 2008).

METHODS

The research method used in this research is a qualitative research method, qualitative research is a research process to understand human or social phenomena by creating a comprehensive and complex picture that can be presented in words, reporting detailed views obtained from informant sources, and carried out in a natural setting. Qualitative research aims to develop the concept of sensitivity to problems, explain reality associated with sound theory, and develop understanding of one or more phenomena faced (Sugiyono, 2011).
RESULT AND DISCUSSION

Through interviews with restaurant managers, owners, and employees, as well as direct observation of operational practices, I was able to identify various strategies used to increase restaurant productivity and competitiveness in the competitive culinary industry. Some of the findings I obtained include the success of employee development strategies in increasing employee skills and motivation, implementing product differentiation strategies to create added value for customers, as well as efforts to manage change and adapt to dynamic market trends. Several employee development strategies implemented by the Kafanaa Mie and Chicken restaurant are carried out through a Top-Down and Bottom-Up approach, which includes communication and active participation from management to lower level employees. Apart from that, the restaurant also organizes training through outbound activities, which aims to improve employees' interpersonal and teamwork skills. Employee motivation is implemented through a reward system and bonuses given based on their performance achievements. Furthermore, there is a spiritual approach towards creators or religion, which is a motivation and inspiration factor for employees in carrying out their duties and responsibilities.

In an interview with the owner of the Kafanaa Chicken & Mie restaurant, it was also revealed that in implementing corporate strategies, the restaurant uses SWOT analysis as a basis for innovation and adopts the Growth Strategies Model with the aim of expanding the number of businesses. SWOT analysis is carried out both for products and employee HR development methods.

In the SWOT analysis of the product, the strengths identified include success in managing the 7 Ps (product, price, promotion, place, people, physical evidence, and process), availability of easily available raw materials, and continued increasing market growth. However, there are weaknesses in having quite a lot of competitors. Opportunities lie in market trends and growth opportunities, as well as the availability of easily accessible raw materials, while threats come from external factors such as the large number of competitors and fluctuations in chicken prices.

Meanwhile, a SWOT analysis was also carried out on employee human resource development methods, where strengths were identified in utilizing training to study inter-regional innovation, employee courage in innovating, and a motivating compensation system. However, there are weaknesses in providing more guarantees to employees, a lack of clear SOPs/work contracts, and a lack of employee professionalism towards work. Opportunities lie in financial processing and cooking training from outside chefs, employees from the local area, and collaboration between branches. Threats come from unclear employee career paths, lack of motivation for creativity and innovation, as well as employee reliability and inconsistent performance.

Thus, the results of this interview provide an in-depth overview of the employee development strategies and corporate strategies implemented by Kafanaa Chicken & Mie in an effort to increase its productivity and competitiveness in the Ayam Geprek culinary industry.
CONCLUSIONS AND SUGGESTIONS

Based on the results of research conducted on Kafanaa Chicken & Mie, it can be concluded that the employee development strategies and corporate strategies implemented have a significant positive impact on the productivity and competitiveness of restaurants in the Ayam Geprek culinary industry. Through SWOT analysis, restaurants have succeeded in identifying strengths, weaknesses, opportunities and threats in product management and employee development. Strengths such as the implementation of the 7Ps, easy availability of raw materials, and commitment to employee development are important points in achieving competitive advantage. However, there are still several weaknesses such as lack of guarantees to employees and lack of consistency in performance that need to be improved.

Based on these findings, several suggestions can be proposed to increase the productivity and competitiveness of Kafanaa Chicken & Noodles. First, restaurants need to increase transparency and guarantees for employees through preparing clear SOPs and work contracts. This will help increase employee motivation and involvement in achieving restaurant goals. Second, further investment is needed in employee training and development, especially in terms of financial management and product innovation. This training can be carried out either by professional staff or through collaboration with external parties.

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