



HUMAN RESOURCES PLANNING STRATEGY WITH SWOT ANALYSIS METHOD AT PT. X (LARGEST CIGARETTE DISTRIBUTOR IN INDONESIA)

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ABSTRACT

This research aims to find out how the human resource planning strategy conducted by PT X Cigarette Distributor. This company is a cigarette distributor company and is the largest cigarette "brand" in Indonesia, because it is a large company so there is also a lot of labor in it. So in this study analyzed whether existing human resources are effective or not. The type of research conducted is Field Research which is descriptive analysis that is research that describes the strategy of human resource planning in an effort to improve employee performance. Data collected by interview, observation, and documentation. Data analysis techniques used qualitative descriptive analysis combined with SWOT analysis approach. The results of the study explain that in human resource planning there are several stages in the process of procuring new employees. And in carrying out its operational activities, the company considers the strengths, weaknesses; opportunities and threats that one day can benefit or harm the company.

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INTRODUCTION

In the current era of globalization, technological developments cannot be stopped at all because technology is constantly evolving. As a result of technological developments that are very fast and will not be inhibited, companies are required to always make changes in accordance with technological advances. Logically, the company will not run if there is no human element in it, HR is an important asset that must be owned by the company, the existing human resources are also not necessarily quality resources for that there needs to be a good human resource plan to support everything that is needed required by the company. HR planning is a function that must first be carried out in an organization Yusuf (2016). Why is that? because when you have a goal that you want to achieve, there must be a plan to realize that goal as well as the goals to be achieved by the company, so there must be human resource planning. The good HR planning will certainly make things structured.

PT X is a cigarette distributor company with a cigarette brand which is a well-known brand in Indonesia, and the largest cigarette company in Indonesia. Cigarettes are legal goods that are widely worthy of being circulated and traded in Indonesia and almost everyone, from adults and teenagers, is familiar with and has tried cigarettes. According to data from the WHO (World Health Organization). There are many active smokers in Indonesia, and the number is the third highest in the world, where China is number one and India is in second place. In the course of the company's operational activities, the company always targets the average consumer, namely adults and teenagers, in this case the company issues various types of cigarettes that are widely circulated in the market, besides selling their products domestically, the company also sells its products abroad. And it can be seen that the scope of the company's business is very large because it has penetrated abroad, and of course, in the running of the company, human resources are needed that can support business activities in order to compete with similar companies.

Seeing from the condition of PT X Cigarette Distributor, which certainly has a lot of employees, a planning in human resources is needed so that the existing employees are employees whose performance is very good. In formulating human resource planning strategies, it can be done in many ways, one of the ways that can be mentioned is by direct field research. This human resource planning can be realized through a process that is supported by policy instruments by analyzing and identifying HR needs and the availability of Rusjiana (2016). This study focuses on the Human Resources Planning Process at PT X Cigarette Distributor, and explains how the SWOT analysis occurs in this company.

LITERATURE REVIEW

Human Resource Planning

Human resource planning is the first step in the HRM process (George, 2017). This is the process of analyzing and identifying the need for the availability of HR so that the organization can meet its goals. According to Hasibuan in Kelejan et al (2018) Human resource planning is defined as the process of forecasting the HR of an organization for the future, so that the steps can be taken to ensure that these needs are met. When planning HR, It can be concluded that human resource planning involves HR goals within the organization, developing strategies to achieve those goals, and developing a comprehensive set of plans to integrate and coordinate activities as part of

strategy in HR management.

Human Resource Planning Indicators

The indicators of human resource planning according to Hasibuan (2017: 258) are:

1. *Procurement*: Procurement includes activities or processes of withdrawal and selection to obtain quality human resources
2. *Development*: Development is a process of increasing the skills and knowledge of employees through education and training.
3. *Compensation*: Compensation is the compensation for services received by employees for the results of their work. The principle of compensation is fair and proper. Fair is defined in accordance with the employee's work performance during work, appropriate means that it can meet the special needs of the employee.
4. *Maintenance*: Maintenance is an activity to maintain or improve the physical, mental, and loyalty conditions of employees, so that employees remain productive.
5. *Discipline*: Discipline is the desire and awareness of employees to comply with applicable company regulations
6. *Stopping*: Dismissal (separation) is the termination of the employment relationship between the employee and the company. Termination of employment between employees and the company is also regulated by law.

SWOT Analysis

Christanto (2016) defines SWOT analysis is a way that companies often use to see a brief overview of the company's overall, namely the internal and external environment. Hajikhani in Susanto, et. al (2019) SWOT analysis is an attempt to identify strengths, weaknesses, opportunities, and threats that determine organizational performance. Yogi, et. al (2017) explain that SWOT analysis is a systematic identification of various factors to formulate organizational strategy. This analysis is based on logic that can maximize strengths and opportunities, but at the same time minimize weaknesses and threats. The components of the concept of Strengths, Weaknesses, Opportunities, and Threats (SWOT) according to Tambunan (2020) are:

1. *Strength* is the utilization and management of potential or organizational resources effectively in order to achieve its goals.
2. *Weaknesses* are limitations or inability of organizational resources so that they can hinder the achievement of goals
3. *Opportunities* are situations in the general environment that can support the organization to achieve strategic competitiveness.
4. *Threats* are situations in the general environment that can interfere (not support) activities in achieving strategic competitiveness.

RESEARCH METHODS

The subject in this study is PT X Cigarette Distributor. The study was conducted in June 2021. This company was investigated in order to obtain quality human resources so that good human resource planning is needed so that the company's operational activities run as expected. This research uses qualitative methods by interviewing several employees who are involved in the process of human resource planning activities in the company. This study uses a qualitative method with a grounded theory approach. Through the application of grounded theory, experiences, and social pro-

cesses that occur can be understood by integrating definitions from individual perspectives from research informants (Susila, 2015).

The informants in this study were 4 employees of PT X who were willing to be interviewed, consisting of 2 managers and 2 staff employees who were intensively involved in human resource planning in the company. Data collection was carried out by structured interviews as intended to facilitate the process. Interview. Field studies and documentation were also conducted, then the data were analyzed using descriptive analysis and SWOT analysis. Data analysis in discussing this problem uses descriptive qualitative analysis, namely an explanation of qualitative data using the method of human resource planning strategies and suggests a SWOT analysis to obtain an overview of the problems that the authors examine.

RESULTS AND DISCUSSIONS

PT X Cigarette Distributor Business Process

The company is the Indonesian national cigarette company, which has been around for a long time and is still running. Cigarettes are legal products and are widely circulated in the market. There are many smokers in Indonesia, ranging from teenagers to adults. Although the official tagline issued by the Indonesian government, namely "smoking kills you" has often been heard, there are still a lot of people who are "ignorant" of the tagline because in Indonesia itself cigarettes are sometimes addictive, not to mention that the image of cigarette companies is considered a "bad guy" by the Indonesian government. So that the sale of cigarette products is sometimes erratic. This degradation phenomenon leads to the threat of the existence of cigarette companies. This condition makes companies that produce cigarettes try to deal with the degradation of public opinion by establishing a brand image and the company that we are researching is trying to turn a killer company into a savior. Namely changing the image and existence of a company that has products that are killing into a savior with various interesting activities and which are certainly beneficial for the community

Human Resource Planning Process

Determine employee needs

According to information obtained by the informant, Mr. Muhajar, he said that in terms of determining the need for labor, the company has never conducted an analysis of the fulfillment of manpower needs, but the company uses an employee assessment system, namely whether the existing employees have performed well or not. When an employee shows a condition where he does not perform well, he will be transferred to another section according to his qualifications. And when there is a vacancy in a certain position or level, the company needs additional workers.

Recruitment and Selection of Human Resources

PT. X Cigarette Distributors in conducting the selection process to select competent employees, the company conducts the selection process in several stages, namely:

1. Administration Selection, including file selection, age and skill criteria
2. Psychological Test
3. Interview test, interview with HRD (Human Resource Development), User, and FGD (Focus Group Discussion)
4. Health Test
5. PKWT (Specific Time Work Agreement) conducted for one year for management trainee training and management presentations per 6 months
6. PKWTT (Indefinite Time Work Agreement) for grade level 5 stars 1

External Analysis of PT. X Cigarette Distributor

Basically, external analysis is carried out to see opportunities and threats that can affect the company's operational activities. And the following is a description of the internal analysis at PT. X Cigarette Distribution:

Industry Competition

Competition between similar industries is no longer taboo in the business world, especially if the business being carried out is already extensive and even sales and exports have reached foreign countries. However, in this condition the company still exists in the market and the competition does not pose a threat to the continuity of the company's operational activities, because the "brand image" is well-built and the product is well known among the public.

Bargaining Power of Buyers

For some other companies in Indonesia, bargaining activities from consumers are very meaningful to the business planning carried out by the company. However, things are different in this company. According to information obtained from interviews with informants, Mr. Eko said that the impact of the bargaining power of buyers did not have any impact, because the price that had been set was equal to or equal to the price set by other companies in the same industry so buyers could not bid again.

Threat of Substitute Products

According to an interview with an informant, namely Mr. Muhajar, regarding substitute products or competing products produced by this company, it does not cause serious problems. Although there are many substitute products that have been widely circulated, for example, vaping does not pose a threat to the company at all. Because even with these conditions, cigarettes still exist and are still chosen by the community, this happens because the price of substitute products is relatively expensive and the cigarettes themselves are expensive. So the presence of a substitute product for the company does not have any impact. And the company also does not take anticipatory action for the presence of substitute products.

Internal Analysis of PT. X Cigarette Distributor

Internal environmental analysis itself is a more detailed examination of human resources originating from within the company itself, internal analysis at PT X is as follows:

Strengths and weaknesses of human resourceS

The strengths and weaknesses of HR can be seen from the human resource management process. Where, in this company, everything about the workforce is regulated by a department or section called HRD (Human Resort Development). HRD regulates

all matters relating to the workforce, starting from the process of recruitment, training, development, quality of employee performance, employee benefits, compensation, effectiveness of rewards to motivate employees to termination or termination of work between the company and employees. Everything has been arranged by the HR department.

Organizational strengths and weaknesses

Organizational strengths and weaknesses are obtained from the existing organizational structure in the company that involves all elements and not just employees. Such as, a "good" company image in the eyes of consumers, good communication between fellow employees and employees with superiors, a healthy organizational culture and climate, a comfortable work environment and a good management information system.

Analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT)

Christanto (2016) defines SWOT analysis as a method that companies often use to see a brief overview of the entire company. The SWOT analysis of Human Resource Planning at PT. X Cigarette Distributors are as follows:

| NO | STRENGTHS (S) | WEAKNESSES (W) |
|-----------|---|--|
| 1. | Employee turnover intention is very low | Cigarette excise policy from the government |
| 2. | Entered the category of private company with strong financial | The influence of the owner's policy is very strong |
| 3 | Employee benefits and benefits are quite good (Health, bonuses, transportation, money, meals, etc.) | At a certain level, employees must be ready to be rotated to all areas |
| 4 | Family-friendly company culture that creates a feeling of comfort and safety at work | Because it's a family company, getting into the managerial level is still strong with subjective assessments |
| 5 | Placement of employees is adjusted to the educational background and work experience | Many senior employees who are assigned are not in accordance with their educational background |

| NO | OPPORTUNITIES | THREATS |
|-----------|--|--|
| 1. | Continue to develop business and create sister companies (FMCG, Banking, E-Commers, and real estate (hotels and housing) | Non-smoking non-governmental organizations (NGOs) who continue to voice the closure of cigarette factories |
| 2. | HR / Employees can be assisted in all sister companies | Government Regulation No. 109 (PP 109) regarding restrictions on tobacco use |
| 3 | Still the largest cigarette company with the number 2 share in Indonesia | Cigarette waste which is certainly a common thing found in a company/factory |
| 4 | Always prioritize healthy competition between fellow teammates or employees | A work system that never changes and tends to be monotonous and makes employees feel bored |

Human Resource Planning Indicators

Indicators of human resource planning at PT X Cigarette Distribution can be described as follows:

Procurement of employees

Procurement of employees will be adjusted to the needs of the company. If a certain section or department has a shortage of employees, the admin will report to the HRD department to request new workers whose qualifications are certainly in accordance with those required by the department.

Employee development

In this case employees who have worked for a long time may not know the latest technology applied in the company. So it is necessary to have employee development in the form of training and education with the aim of increasing employee knowledge.

Compensation

Compensation is the compensation received by employees for services that have been provided by the company. The provision of compensation itself has been arranged by the HRD department. In this company, the amount of compensation varies between employees. For example, the amount of compensation received by employees who have worked in the company for a long time will be different from employees who have just worked in the company. It is measured by the length of service of employees in the company.

Maintenance

Maintenance in this case, is to keep the mental and physical of employees in prime condition, so that work is not hampered.

Discipline

In this company there are regulations that apply where the principle of regulation is that it must be obeyed and if it is violated it will be given punishment. So that employees will be disciplined for fear of being punished if they violate applicable regulations.

Discontinuation

Discontinuation is intended to terminate the employment relationship between the employee and the company. In this company, termination of employment is regulated by law, the aim is not to cause harm to the company or employees.

CONCLUSION

The results of this study explain that human resource planning at PT. X Cigarette Distributors are very structured where for the initial conditions they utilize available human resources and if human resources are not available, new employees will be recruited. Furthermore, an analysis of human resource planning is carried out by researchers. And everything that is needed has been described in the SWOT analysis. Human resource planning is equipped with indicators, namely: (1) Procurement,

(2) Development, (3) Compensation, (4) Maintenance, and (5) Termination. carried out in a structured manner. It is necessary to carry out a gradual evaluation of human resource planning so that conclusions can be drawn whether the human resource planning that has been carried out has been going well or not which will ultimately determine the actions the company will take in the future.

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