



# The Strategy of Manpower Planning To Enhance the Competitiveness of CV Ajib Bio Syifa

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## ABSTRACT

This research was conducted with the intention or purpose of describing human resource management and the problems that occur in the midst of a high level of rivalry, as well as making alternative strategies at CV. Ajib Bio Syifa, a bottled beverage water company located on the island of Lombok. HR is very important to be developed because HR is one of the distinguishing factors between each company. In this research, the research method used is descriptive qualitative. While collecting data by making observations and interviews. In order to test the validity of the data, the authors used a triangulation technique. Based on the research results, it can be seen that the company's HR management has been implemented. Because the company has effectively compiled the planning of human resource needs, organizing, and actuating workers. So as to achieve high employee motivation.

**Keywords:** management, human resource development, strategy

## RESEARCH BACKGROUND

In recent years, in Indonesia, the AMDK industry has experienced relatively rapid growth. Based on data from the National Water Resources Board in 2009, Aspadin annually experienced an increase in the number of members. In 1991, when Aspadin was founded, there were 40 AMDK producing companies. In 1993 it increased to 45 companies, then in 1997 it increased again to 62 companies. The figure changed again in 2000, that is, its membership became 71 companies. Entering 2003, membership became 108 companies, then in 2006 increased to 150. The total number of members in 2009 has reached 183 companies. (dsdan.go.id, 2009). From these data shows that every year the number of AMDK producing companies continues to grow. That means, the tighter the competition that occurs among these companies (Nadya Nabila Alisya, et al., 2021)

One of the factors causing the rapid growth of the bottled water industry is because the quality of well water / clean water in urban areas has decreased and the level of public awareness of the importance of health. Thus, these urban communities tend to prefer AMDK to meet their needs for drinking water. Based on data owned by Euro-monitor, the AMDK industry is the segment that is among the fastest growing among other industries. Of course, that fact makes many companies interested in entering this industry ([www.aqua.com](http://www.aqua.com))

With the increasingly fierce business competition in the field of bottled drinking water (AMDK), the higher the company's need for resources that can make itself 'different' from other similar companies. Because, one of the determining factors for the success or success of a company lies in the human resources it has.



Lengkong, Loindong, & Pengaruh..., (2019) stated that HR has the potential to become a distinction (differentiating factor) of companies in the competitive arena, namely by their ability to apply the knowledge they have in their work.

It should be noted, that the real indicator of the success of a company no longer lies in the amount of production carried out. Nor is it seen from the various types of products. However, according to ISHAK, (2021) stated that in the quality of the personnel involved behind the scenes of the company. What the author researched this time is about HR management on CV Ajib Bio Syifa, which is an AMDK company that also competes with large national-scale companies in the same field. CV Ajib Bio Syifa has been established since 6 years ago, but until now it is still experiencing problems in its HR management function. With the existing data, the author succeeded in making a problem formulation for this study, namely:

1. How is the management of human resources in bottled water companies?
2. What is the condition and situation of bottled water companies, both internal and external?
3. What kind of human resource development strategy can the company implement using the SWOT matrix?

## LITERATURE REVIEW

### Human Resources Management

Fauziana, (2021) stated, HR management is a practice, policy, and system that affect the actions, behavior, and performance of employees. HR management in its work practice includes several activities, including: analyzing and making job designs, determining HR needs, recruiting qualified prospective employees to select / select employees, provide rewards / compensation and conduct employee performance appraisals, perform training tasks, in this case including teaching employees about their duties, and perform development tasks, that is to prepare the ability of employees for the future. Meanwhile, Mangkunegara (2011) argues, HR management is a series of activities that include: planning, organizing, implementing, and supervising company management activities such as integration, remuneration, procurement, maintenance, development, and separation of labor in an effort to achieve company goals.

Based on the two definitions of the definition of HR management, a common thread can be drawn, namely, HR management is a series of planning, organizing, implementing and supervising activities regarding labor. Company goals will be easier to achieve if they succeed in recognizing the talents and expertise of employees as individuals in the company to be placed in appropriate positions / fields. So that the employee is able to maximally exert his abilities. In essence, the basic functions of management include: Planning or planning, Organizing or organizing, Actuating or implementing, and Controlling or supervision. Handoko (1986) argues, Planning is the activity of choosing and setting goals from the company and determining programs, systems, procedures, budgets, strategies, as well as standards / measures needed to realize goals (Rotolo et al., 2018)

Inga, & Cárdenas, (2021) stated that HR planning is a process of forecasting, developing, implementing and supervising company activities and providing assurance that the company has the accuracy of the number of employees, the right placement of employees, the right period, so that it is more economically useful. While the conclusion drawn by Mangkunegara (2011) is, HR planning is a process of determining and determining the need



for manpower based on planning, organizing, actuating, and controlling which is integrated with company planning in order to create accuracy regarding the number and placement of employees so that it is economically beneficial.

According to Lestari, (2019) Organizing or organizing is the activity of collecting and coordinating company resources which include, capital, information, labor, and other resources needed in order to achieve goals. Anma, et al., (2021) also expressed his opinion regarding organizing or this organization. That is, organizing / organizing is a process of grouping, arranging organizational structures, and distributing work / tasks to employees so that company goals can be achieved.

In essence, organizing is the process of creating a company's organizational structure, the environment that surrounds, and the resources it has. Meanwhile, actuating or movement is often also referred to as leading and directing, which is the company's effort to make employees do what the company wants. For this one management function (actuating) in it involves involving leadership styles and qualities. The last management function is Controlling or supervision, namely monitoring activities or monitoring employee performance. With supervision, a manager can ensure that company resources are used or utilized in accordance with what has been determined (Mangkunegara, 2019).

The stages in controlling activities according to Marjuni, (2015) included determining employee performance standards, measuring employee performance, comparing the performance shown by employees with predetermined standards, and taking corrective actions to encourage company success. According Anma et al., (2021) there are several activities carried out by companies in managing their workers, including: starting with employee recruitment, then development and training activities, then compensation, finally maintaining relationships and segregating labor. Such practices of management activities affect the efficiency and effectiveness of the company's human resources. As for labor procurement, including analysis of work, recruiting and selecting prospective employees.

### **Job Analysis**

According to Sumarmi & Tjahjono, (2021) job analysis is a process carried out to determine job descriptions and specifications. While Navajas-Romero, et al., (2022) argues that recruitment is a process in finding, finding, then inviting and determining a number of people as prospective employees with conditions that have been determined at the previous planning stage. The sources of recruitment are usually from electronic recruitment, job advertisements posted in the mass media, references from employees, and employment agencies. Selection is an activity carried out to select, job applicants who must be accepted. Selection techniques include, tests or tests of academic knowledge, psychological tests and interviews. Meanwhile, development activities and training training aim to improve the ability and knowledge of employees (Saruta, 2006).

### **Training & Development**

Training is a short-term education process for non-managerial employees that is carried out systematically and organized to increase knowledge and technical skills (Lengkong et al., 2019). While Beech and Mckenna (2000) suggest about development, namely development is a learning program in order to increase employee productivity to face future challenges (Johari, Shamsudin, Zainun, Yean, & Yahya, 2022). Based on these two opinions, it can be concluded that training is provided to non-managerial employees in order to face the



demands of the task at this time.

Meanwhile, development is given to managerial employees to face the demands of competence for the long term. In order to provide training purposes, there are two methods that are commonly applied, namely On the job training or a simple form of observation, training that is informal, and easy to do. and practical (Najmi, Kadir, & Kadir, 2018). The second method is called off the job training. In the on the job training method, workers are invited to learn by seeing and observing other workers who are doing their duties. Meanwhile, in Off the job training, trained workers follow a training program at certain moments outside their working hours. For employee development sessions, companies can choose between existing methods, including: rotation, coaching or understudies (Vykydal, et al., 2020)

### **Competitiveness**

According to Citraresmi, et al., (2021) regarding Strategic Management, that is, in setting the foundation of its strategy, it is very necessary for companies to conduct environmental analysis. Whether it is the internal or external environment. To see the weaknesses and strengths / strengths of the company is the purpose of internal environment analysis. The business functions include: Finance, HR, production, and marketing functions. Meanwhile, external analysis is carried out to find what are the threats and opportunities for companies from outside. To do that, based on the Five Force Porter theory, namely by finding the advantages of competitors, the existence of substitute products, the presence of new entrants, bargaining power, both by buyers and suppliers / suppliers.

In 1987, Porter proposed a theory called Porter's Five Forces, which is a theory that proposes five aspects of business competition, namely: competition / rivalry with similar companies, the entry of new entrants, the threat of substitute products, as well as bargaining power of buyers, and bargaining power of suppliers. The meaning of rivalry between rival companies is that competing companies are in the same industry. Because, they have the same products or services as our company's products (Dudic, et al., (2020)

According to Porter, things that affect the intensity of competition include: quality and variety of products, the number of competing companies and their size, and the growth rate of the industry. Meanwhile, the threat of newcomers in this case is a new player who opens the same business. Where this threat is influenced by several things, namely: economies of scale, government regulations, accessed to technology, capital, and distribution. Still according to Porter, to carry out its activities, companies need raw materials and supporting resources, thus encouraging companies to cooperate with suppliers (Porter, 1991).

The supply strength of suppliers is seen from the large number of existing suppliers and the quality and price of the goods supplied. The greater the number of suppliers, the lower the bargaining power of suppliers. Vice versa, suppliers' bargaining power will strengthen if the number of supplier companies is getting smaller. Bargaining power of buyer is the power of consumers to choose in purchasing products. Basically, consumers will try to get a price reduction and try to bargain to get good quality and the best service. Consumer bargaining power will be high if the number of producers producing the same product is large and undifferentiated. The position of the buyer or consumer will be strong if the consumer buys in large against the company's total sales (Wanjiru, et al., 2019)

David's opinion cited Management & Weiguo, (2012) about the internal environment is, in the functional area, every company or organization has weaknesses and strengths. The



functions include: marketing, production, HR, and finance functions. The company will strive to implement strategies that explore its strengths and cover what is the company's weaknesses. The tasks of the marketing function include looking carefully at what the market needs and wants, determining the means of distribution, advertising, promotion and determining the price of goods. The analysis that will be carried out in marketing is about the mastery of the company's market share, product quality, consumer satisfaction with the company's products, product prices, distribution channels, and how the condition of human resources in the company (Sar, 2018).

The financial function in it includes cash flow activities, asset utilities, business capital management, observing company profitability so that it can be used as a basis or foothold for making certain strategies. Financial situation is often seen as the only strategic indicator of a company's competitive power (Anderse, 2010). Meanwhile, argued that the function of production and operation is the activity of companies that produce products, either goods or services by converting raw materials / raw materials into finished goods. In this function, what is viewed or assessed is employee productivity (Management & Weiguo, 2012). While the HR function according to Kraaijenbrink, Spender, & Groen, (2010) is a function in the company in charge of producing systems and policies. The real work practices of this HR function include: recruiting, selecting, compensating, organizing development, training, and dismissal of employees.

### **SWOT Analysis**

SWOT matrix (Strength, Weakness, Opportunity, Threat) According to David (2005) is a matrix that contains weaknesses, strengths, threats, and opportunities owned by the company. Where the data is obtained from the results of environmental analysis, both internal and external (Taib & Supriana, 2020). This SWOT matrix is an important tool for the development of a combination of strategies taken by the company. The general strategy is put in place by the company Among them: Strength-Opportunities (SO) strategy, WO strategy, ST strategy and WT strategy (PricewaterhouseCoopers, 2005). SO harness power to benefit from the external environment. The WO corrects internal weaknesses by taking advantage of external opportunities. ST strategy, utilizing internal strengths to overcome external threats. While the WT strategy is a defense strategy with efforts to correct shortcomings and avoid threats from outside. Ranguti (2004), explained the explanation of the strategies in the SWOT matrix as follows:

#### **Strength-Opportunity (SO) Strategy**

Based on the company's thinking, this strategy is devised, which is to use all the strengths at its disposal to get the greatest opportunity (Santos Filho & Simão, 2022).

#### **Strength-Threat (ST) Strategy**

The basis of this strategy is an effort to utilize all the strengths possessed to anticipate all kinds of existing threats (Lam, 2017).

#### **Weakness-Opportunity (WO) Strategy**

The basis of implementing this strategy is to try to take advantage of existing opportunities by minimizing the weaknesses of the company (Ajagbe, et al., 2016).



### **Weakness-Threat (WT) Strategy**

The preparation of this strategy, based on activities of a defensive nature. Namely by minimizing the weaknesses that exist in the company, while avoiding threats (Krupskyi & Kuzmyska, 2020)

### **RESEARCH METHODOLOGY**

In this study, the author used descriptive qualitative research methods. Where according to Soegiyono, (2011) descriptive qualitative research is analyzing the data obtained by describing it without making generalizations. Research with this method will produce descriptive data, namely in the form of exposure to words. The author chose this research method because he wanted to describe HR management and formulate new strategies to face company competition by maximizing the role and function of human resources. Researchers also want to describe it as it is, in accordance with real conditions in the field in order to be able to express conclusions and provide suggestions.

### **Object of Research**

The object of research in this study is a case study of HR management in one of the AMDK (bottled drinking water) producing companies on Lombok Island, where the HR function of the company has only been created in recent years and until now the management is still very simple, even though the company has existed since 18 years ago. Today, the total number of employees reaches nearly 200 people.

### **Data Collection Techniques**

In terms of data collection, the authors apply structured interview and observation techniques. Structured interview is an interview technique by making an interview design that contains all the questions the author wants to ask. In this case, the researcher / author also prepares guidelines before conducting interviews.

According to Soegiyono, (2011) observation is a technique of collecting data by making direct observations of the object of research. In determining the interviewees, researchers used purposive sampling techniques. Purposive sampling is a sampling technique from data sources with certain considerations. For example, the selected source is considered to be the person who knows the most about the information you want to get. In this study, as the resource person, the author chose the director and manager of each section. Because, the author considers them the most capable to answer the questions the author asks.

Directors certainly have extensive knowledge about the industry that their company runs. In addition, directors are also considered to know very well about the outline of their company's management. As for managers, they know in more detail about the condition of each management function they lead. Not only that, managers certainly know very well what the HR conditions are like in the functions they lead. Because, employee reporting is generally done to each manager.

### **Data Analysis Techniques**

In this study, the authors used the technique proposed by Huberman and Miles (1992) in analyzing the data obtained. Huberman and Miles said, there are three lines of analysis in qualitative data, namely data reduction, data presentation and conclusions. Data reduction is the process of selecting and focusing on rough data obtained from various written records in



the field that have undergone simplification and transformation. The reduction made by the author in this case is to select what is obtained strictly, compile a brief description and classify it in a broader pattern. Data presentation is an activity to compile the data obtained. So that in the process it opens the possibility of drawing conclusions and taking action. The presentation of data can be graphs, matrices, charts, or narrative text. In this case, regarding drawing conclusions, the author concludes his research based on the results of data collection, recording patterns in theoretical notes, and explanation of the flow of cause and effect ((Soegiyono, 2011).

## **RESULTS AND DISCUSSIONS**

### **External Environment**

It stated that due to pressure from external factors of the company, a threat arises to the company. The intended threat is the threat of the emergence of substitute products, threats from competition with competing companies, from new entrants in the same business, and Threats due to the bargaining power of buyers and bargaining power of suppliers or suppliers (Carnahan, et al., 2010)

### **Threat of Substitute Product**

Substitution products are considered a threat, because their usefulness can replace the products or services that the company offers. In essence, substitution products are produced by companies from other industries, but they have the same functions as products produced by companies. For bottled water companies that are the object of this study, in terms of price, it is still superior, which is more affordable than its substitute products. Along with the increasing number of competitors, the rivalry between these companies is automatically getting higher. Market demand for products has decreased and the provision of discounts by producers has become something very common, even done in competition by producers to attract people's buying interest (Rumelt, 1991).

The longer the competition in the bottled water industry is getting tighter. Competition is not only with fellow local AMDK producers, but also with national scale. According to source A, the tight competition in the bottled water industry is due to the increasing number of bottled water brands that are now on the market. Competing companies on average have equivalent product quality. Because on average it only offers ordinary drinking water with BPOM and SNI certificates.

The growth rate of the bottled water industry reaches 9-10% per year. A relatively high growth rate. According to Euromonitor, one of the world's statistical sites, it was found that the level of awareness of Indonesian people about their health continues to increase. This also has an impact on the increase in the number of increased consumption of bottled drinking water. One of the reasons for increasing awareness is a campaign carried out by bottled water producers in the form of advertisements, namely inviting Indonesian people to drink more. The AMDK producer also followed up its campaign by telling us about the health benefits they would get by drinking plenty of water.

### **Threat of New Entrants**

According to the theory stated by Michael Porter cited by Rotolo et al., (2018) if a new company can easily enter an industry, then the level of rivalry or competition in that industry will increase. In general, which are obstacles to the entry of new entrants, including:



consumer loyalty to a product, the need to master technology, regarding capital requirements, and government regulatory policies. The capital needed to be able to enter the bottled water industry is quite large, even up to billions of rupiah, depending on production capacity. The capital includes buying land / industrial land, buildings, machinery, and equipment and vehicles for company operations. For terms of technological needs, AMDK production is also relatively complex (Sedysheva, 2012).

Many machines with diverse functions are required. For the purposes of extracting groundwater from under the soil layer, the machine / equipment used is not very simple. It takes a pump machine with a very large capacity for the purpose of sucking water, and then channeled to a part of the machine called the water treatment unit. Inside this unit there are parts with different functions. Among them are sand filters, carbon filters, cartridges, and filler machines (Preskar & Žižek, 2019). So, in this case, the machine that processes water raw materials into ready-to-consume products in the form of ready-to-drink mineral water is a water treatment unit machine. After undergoing a series of trips on the water treatment unit machine, the water will be packaged in such a way according to the product packaging design set by the company using a special machine that functions to blow polyethylene plastic into the shape of bottles and glasses / cups (Suti, et al., 2020).

Therefore, Mastery of technology is really vital in this bottled water industry business. So far internet technology has played a huge role. Especially to make it easier for companies to dig up a lot of information needed for industrial continuity. For this mineral water packaging industry, the government does not provide many rules. There are no specific rules that limit how many companies can stand and participate in competition. The only regulation imposed by the government is related to the problem of groundwater utilization, which is only raw material for products. If the requirements contained in the regulation can be met by the company, then the business license will be issued. This relaxation of regulations is what makes new companies emerge. Thus, the rivalry among companies producing bottled drinking water is so high.

### **Bargaining Power of Supplier**

According to (Loyd, et al., 2020) argues the level of rivalry or intensity of competition in an industry is also influenced by the bargaining power of suppliers. In this case, it includes the volume, quality or quality of goods supplied and the relatively high cost of switching to other raw materials. Both suppliers and companies will benefit equally if both parties are able to provide good quality goods to each other, determine each other's incoming prices resourceful, good quality of service and timely delivery. All these 'mutual' things will increase profitability for the long term for all parties involved in the industry. In this study, the supplier for bottled water companies is a cardboard and plastic company located in Bekasi. The plastic supplier provides polyethylene and polypropylene as raw materials for the manufacture of water packaging (cups and plastic bottles).

The supply that enters the company is in large quantities, so that the bargaining power is large. Because the cooperation between the two has been established for a very long time, therefore suppliers really understand what quality is desired by the company. Therefore, if the company changes suppliers, it will cause losses for itself. Because, thus they will incur switching costs which are certainly not small.



### **Bargaining Power of Buyer**

In his theory, Michael Porter cited by Wang & Xu, (2018) states that customers will have great bargaining power if they buy goods in large quantities, hold information about products, and easily move to other brands owned Competitors. One way to anticipate the high bargaining power of these buyers, the company enacts. Therefore, the company's sales system uses a canvas system for its sales. So that the average consumer buys in quantities that are not too large to the company's total sales.

Thus the bargaining power is low. Not only that, the information possessed by buyers regarding production costs and product demand is limited. On the other hand, the disadvantage of this system is that buyers can move to other brands easily. Especially with the many alternative choices of other brands on the market. So, the company really has to be careful in determining the selling price. Because competition is indeed very tight, and consumers are very sensitive about prices. The author observes, in the field, namely in retail stores there are many choices of bottled drinking water. So buyers have many alternative choices. In order for the company to operate as expected, it is very necessary to implement management functions in managing its human resources. The management functions include: Planning or planning, Organizing or organizing, Actuating or implementation, and Controlling or supervision (Andreeva & Kianto, 2012).

### **Planning**

In the company that is the object of this study, for its planning, who has the authority and right to draw up strategic planning is the director with the help of managers. For the HR aspect, the company makes plans regarding employee competencies to occupy positions / positions in the company. For example, in a marketing position, the qualifications that employees must have are, a man, willing to work below the target, and have a healthy physique (Marksberry, 2011).

These requirements must be owned by those who occupy marketing or marketing positions, because of the work activities they will do. Moreover, the company's sales system is on canvas, so it really requires great physical strength. As for production positions, companies need workers with a bachelor's degree in chemistry and engineering. Those with a bachelor's degree in Chemistry will be placed in the laboratory to carry out product-related work, namely testing the levels of chemicals and microbes contained in the water produced by the company. While those with a bachelor's engineering background will be in charge of operating factory machinery, as well as being responsible for its maintenance. For finance and accounting positions, what is needed by companies is those who have accounting background and must have experience and accuracy in terms of recording (Fu, Chui, & Helander, 2006).

In the company that the author examined, the company's financial and accounting functions are still limited to simple financial records, namely about calculating income, expenses, and being able to compile a company profit and loss statement. In HR positions, what is needed by companies is employees with legal education backgrounds. Because those with legal backgrounds, understand about Indonesian labor law. The policies that the company will make related to employment will be adjusted to the regulations issued by the government, which will include the employee dismissal system, salary and wage system, incentives, bonuses, and so on.



## **Organizing**

In the function of organizing management or planning, it includes the formation of working groups in order to achieve company goals. Each individual employee is given certain responsibilities and authorities in accordance with his field of duty or work (Nieminen & Science, 1998). So in this case, organizing is a process of compiling a company organizational structure that is in accordance with its goals. Companies make groupings of their organizational activities based on functions or in modern terms functional departmentalization which includes HR functions, marketing functions, financial and accounting functions, and production functions.

## **Actuating**

Actuating is a management function that seeks to move components in the organization, in this case all employees, so that they have the will and effort to move to do something to achieve company goals. In this management function, it involves the leadership style and efforts it makes. The leader's efforts in this case are for example communication and motivation (Saruta, 2006). In the bottled water company that was the object of this study, each manager emphasized to all his subordinates to fulfill the tasks for which he was responsible, rather than the development or addition of workers. Meanwhile, regarding the compensation and payroll system, the company refers to government regulations on employment.

## **Controlling**

The company provides motivation to mobilize employees by providing incentives and fringe benefits. The benefits provided by the company for employees include: work accident insurance, old age insurance, and death insurance. As for certain positions, such as marketing and production, companies will only provide incentives if they can meet the targets set. Employees in marketing positions will get 5% of the price of goods as a bonus, if they can exceed sales targets. Meanwhile, in the production section, a bonus of 10% will be obtained by employees if they are able to produce goods in accordance with the company's target. In accounting, finance, and HR positions, there are no bonuses or incentives. This is because, those who occupy these positions have earned higher salaries than employees in other positions (Wang & Xu, 2018).

In the company that is the object of this study, the company applies feedback supervision or past-action control, which is measuring the results of an activity carried out after the activity is completed. Corrective action is only taken under special conditions, i.e. if problems arise. Supervision activities are held to keep employee performance meeting the standards set by the company.

## **Human Resource Recruitment**

Employee recruitment sources usually come from references to employees who have worked in the company and cooperation with local universities on Lombok Island, as well as from mass media (newspapers). Usually, recruitment of workers is carried out only for functional levels or employees at the lowest level positions. Because, for middle-class positions such as production managers, marketing managers, financial managers, and HRD or HR departments are occupied by old employees (Arrowsmith & Parker, 2013).



As for the positions of production staff, sales, drivers, and helpers are taken by the company from employee references. Whether it's from their neighbors, friends, or family. For positions that require special skills and knowledge, companies or schools exist in the region around the company. The special positions include the laboratory and accounting of the company. So far, bottled water companies that are the object of this study will only recruit local employees, namely those from Lombok Island. However, for positions with special conditions, these ideals cannot be applied, due to the limited qualifications of employees.

### **Human Resource Selection**

So far, the human resource selection method carried out by the company is interviews. There have never been various tests, such as psychological tests or graphology. In interview sessions, human resource managers do not use references in the form of interview frameworks. The questions asked are also very simple. Usually, questions related to his work experience, background, and willingness to comply with the regulations imposed by the company (Zeng & Qi, 2021).

### **Human Resources (HR) Training**

So far, there is no formal training system for employees in the companies that are the object of this study. Employees will learn by doing, or practice while working. At first, new workers will learn from observing the workings of their seniors. When you understand, then the employee is welcome to start working alone. This system can be classified as the On the Job Training method, and is applied or applied to all positions in the company. Such a method is considered the simplest and does not cost money when compared to other training methods (Elliman, et al., 2007).

### **Human Resource Development**

In this company, human resource development is only given to middle level management, namely managers of each section. Because, the company focuses on improving capabilities for long-term needs. The trick is to provide further education to managers at universities on the island of Lombok. All education costs are borne by the company. However, based on the findings of the author in the field, it turns out that not all managers of the company were given development. So, what is in the company is, for financial and accounting managers only high school graduates. Development given only to marketing managers, it is not effective, because the education given to him is not in accordance with his field of work. Marketing managers who should be given further knowledge about marketing, are actually given legal knowledge that is not at all related to their job description. For the human resources division, the development provided by the company is to follow its managers for lectures and training organized by the manpower office.

### **SWOT Matrix**

One way that companies can take in order to determine strategy formulations that combine the company's weaknesses, strengths, threats, and opportunities is with a SWOT matrix. The SWOT matrix is arranged in order of priority considered most important by the company (Myo Aung & Socorro L Fernando, n.d.). From the results of the SWOT matrix study, it can be seen that strategies that can be applied to the HR department include:



**S1,O1:** namely accessing information by utilizing the internet. Workers who become motivated by salaries and other compensation provided by the company will tend to strive to improve their work performance and productivity. Especially in the marketing department, will try hard to market the company's products. With the internet providing a lot of data and information, employees can easily access information related to the bottled water industry. Of course, it will increase the knowledge and insight of workers.

**W1,O1:** Utilize the internet for the employee recruitment process. With the use of the internet, the company's reach is getting wider. Due to limited recruitment resources, meeting the needs of workers who have special abilities and knowledge is not met. Because, the local workforce around the company's location is limited in terms of education. Therefore, with the use of internet technology, companies can conduct open recruitment via the internet which has a very wide reach. The costs required by the company are relatively small. It is only necessary to install an internet device on the company's computer.

**W2,O2:** Implement outsourcing if the company does not have an adequate training system. Until now, unfortunately the company does not have a clear method for its employees. With the Manpower Law Number 13 of 2003 (articles 64, 65 and 66) regarding outsourcing passed by the government, companies can delegate some tasks to a more trained workforce, namely those obtained through outsourcing. So that the company no longer needs workers. Because the outsourced workers have been trained by their parent company.

**W2,T2:** The company cooperates with specialized training institutions for job training activities to employees. This step can be taken because so far the company has not had a clear training system. In fact, some employee positions do not get training at all. Therefore, working with specialized institutions that provide training for employees is a solution that can be taken. These institutions include private companies that provide employee training services, or also labor departments. With this training, workers can increase their knowledge and understanding of work concepts that are in accordance with their field of work, and can improve their abilities and expertise, so that their performance also increases.

## CONCLUSIONS AND SUGGESTIONS

From the research that the author conducted and the discussion that has been presented above, namely about the practice of managing Human Resources (HR) in a Bottled Drinking Water company at PT. Ajib Bio Syifa, it can be concluded, namely the management of human resources in the company has been carried out well. That's because the author looks at several criteria, including: the company already has a plan for its HR needs for each function in the company. The organization and movement of workers has also been effective. Evidently, with the fulfillment of task targets by employees. In addition, workers are also motivated by the mobilization efforts made by the company.

The company has supervised each function by looking at the quantity and quality of employee performance. The internal environment determines the weaknesses and strengths of the company. In the research conducted, the author found that the company has strengths in the form of: employees who become motivated and satisfied and with the compensation they get from the company. In addition, the company also has a strong brand image in the local market so that profits continue to increase every year. While the weaknesses that exist in the



company are that the source of recruitment is only limited to local workers, namely those obtained through employee references, rarely promotions, and no training for the company's long-term needs. Meanwhile, threats and opportunities that arise from the external environment are competitors or competitors who are many in the market. Whether it's a company engaged in the same industry or a company that produces substitute goods. New competitors are relatively difficult to enter the bottled water industry.

So, from the previous description, it can be concluded that the bottled drinking water industry has a high level of rivalry. This is because there are companies that produce products that replace each other. Suppliers have relatively large bargaining power, while bargaining power is relatively low. By using SWOT analysis, companies will be able to obtain alternative strategies for the development of the company's human resources, some of these alternative strategies include, making maximum use of technological developments, collaborating with training service providers in order to provide training for employees, and being able to look at alternative labor outsourcing in order to meet competency needs.

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