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## SWOT Analysis of Human Resource Management with Graduate Competence as an Intervening Variable at the HRDA for Transportation, Technical Implementation Unit, West Sumatra Maritime Polytechnic

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**Abstract:** Human resources (HR) are crucial for vocational education institutions like the West Sumatra Maritime Polytechnic to produce competent graduates ready for the maritime industry. However, evidence indicates that the graduates' skills do not meet industry standards. This study aims to analyze human resource management at the West Sumatra Maritime Polytechnic using SWOT analysis. Data collection methods included observation, documentation studies, and interviews. The analysis results show that the West Sumatra Maritime Polytechnic has strengths in experienced instructors and adequate facilities, but it also has weaknesses in ineffective recruitment and training systems. Opportunities arise from government support, partnerships with the industry, and competition with other educational institutions. Considering the SWOT matrix, collaboration with companies is the best strategy to enhance business outcomes.

**Keyword:** Human Resources, Graduate Competence, SWOT Analysis

### INTRODUCTION

Human resources (HR) are essential assets for any company to achieve its goals and success. This is equally true for vocational education institutions like the West Sumatra Maritime Polytechnic, which is responsible for preparing qualified graduates ready to work in the maritime industry. As an institution focused on maritime transportation, the West Sumatra Maritime Polytechnic must produce graduates who meet industry needs.

However, a gap has emerged in recent years regarding the quality and alignment of graduates with maritime industry requirements, indicating that the competencies of West Sumatra Maritime Polytechnic graduates do not meet industry needs. Additionally, companies face challenges in recruiting competent maritime personnel.

One of the causes of this issue is the mismanagement of human resources at the West Sumatra Maritime Polytechnic. Elements such as recruitment, selection, training, and human resource development processes are not fully integrated to enhance graduate competencies.

Budget constraints, limited facilities, and insufficient collaboration with the maritime industry are other contributing factors.

According to Dessler (2019), human resources are crucial assets for any organization, with the quality and competence of employees determining organizational success. This theory suggests that human resources should be managed strategically to maximize their contribution to achieving organizational goals. Key components of human resource theory include HR planning, recruitment and selection, training and development, and competitive compensation systems.

Graduate competence encompasses the knowledge, skills, and behaviors that individuals must possess, internalize, and master upon completing their studies. This competence includes the attitudes, knowledge, and skills necessary for specific jobs. Graduate expertise should align with industry and labor market demands (Moehariono, 2012).

SWOT analysis is a strategic method that identifies the internal strengths and weaknesses, as well as external opportunities and threats, affecting a company's performance. It serves as a foundation for developing appropriate business strategies (Hitt, Ireland, & Hoskisson, 2017).

Therefore, an in-depth analysis is needed to identify the internal and external factors influencing HR management and graduate competencies at the West Sumatra Maritime Polytechnic. A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is expected to provide a comprehensive overview of current conditions and future opportunities. Management can use these analysis results to formulate strategies. As a Technical Implementation Unit (UPT) under the Human Resources Development Agency for Transportation (BPSDM Perhubungan), the West Sumatra Maritime Polytechnic requires effective and efficient HR management to achieve its organizational goals. Effective and efficient HR management will produce competent graduates that meet industry needs.

## METHOD

This study employs a descriptive qualitative methodology. Data collection was conducted through in-depth interviews with UPT BPSDM Perhubungan management, field observations, and documentation research on graduate competencies and HR management. Internal factors (strengths and weaknesses) and external factors (opportunities and threats) were identified using the internal and external factor analysis matrix (EFAS). The results of these analyses were used to create a SWOT diagram and matrix, which present alternative strategies.

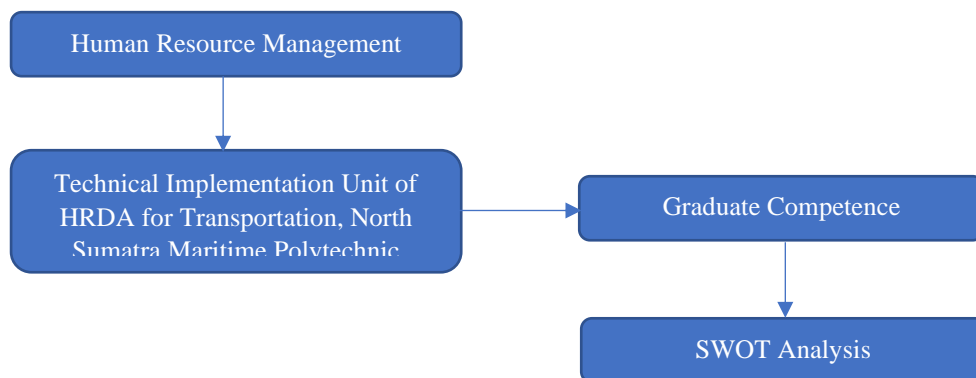


Figure 1. Conceptual Framework

## RESULTS AND DISCUSSION

The West Sumatra Maritime Polytechnic has several strengths that can enhance the quality of education and graduate competencies, but there are also some weaknesses that need to be addressed. Additionally, the Polytechnic has opportunities to increase competitiveness and achieve its vision of becoming a leading vocational education institution.

The following are the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) tables:

**Table 1. IFAS (Internal Factor Analysis Summary)**

No	Strengths	Weight	Rating	Score
1	Experienced instructors	0.25	4	1.00
2	Adequate facilities	0.20	4	0.80
<b>Amount</b>		<b>0.55</b>		<b>1.80</b>
No	Weaknesses	Weight	Rating	Score
1	Ineffective recruitment and training systems	0.15	2	0.30
2	Budget, facilities, and infrastructure limitations	0.20	3	0.60
3	Poor collaboration with the maritime industry	0.20	2	0.40
<b>Amount</b>		<b>0.45</b>	<b>7</b>	<b>1.30</b>
<b>Total</b>		<b>1</b>		<b>3.10</b>

Source: Processed Data (2024)

Explanation based on the table above:

**Strengths:** Experienced instructors have a weight of 0.25 and a rating of 4, resulting in a score of 1.00. This indicates that experienced instructors are a crucial internal factor significantly impacting HR management. Adequate facilities have a weight of 0.20 and a rating of 4, resulting in a score of 0.80, making them another important internal factor.

**Weaknesses:** Ineffective recruitment and training systems have a weight of 0.15 and a rating of 2, resulting in a score of 0.30. This shows that ineffective recruitment and training systems are internal weaknesses that need attention. Budget, facilities, and infrastructure limitations have a weight of 0.20 and a rating of 3, resulting in a score of 0.60, making them a significant internal weakness. Poor collaboration with the maritime industry has a weight of 0.20 and a rating of 2, resulting in a score of 0.40, indicating that this is an internal weakness needing improvement.

**Table 2. EFAS (External Factor Analysis Summary)**

No	Opportunities	Weight	Rating	Score
1	Government support	0.25	4	1.00
2	Collaboration with the industry	0.25	4	1.00
3	Competition with other educational institutions	0.15	3	0.45
<b>Amount</b>		<b>0.65</b>		<b>2.45</b>
No	Threats	Weight	Rating	Score
1	Mismatch between graduate competencies and industry needs	0.20	3	0.60
2	Companies' difficulty in recruiting competent maritime personnel	0.15	3	0.45

<b>Amount</b>	0.35	6	1.05
<b>Total</b>	1.00		3.50

Source: Processed Data (2024)

Explanation based on the table above:

**Opportunities:** Government support has a weight of 0.25 and a rating of 4, resulting in a score of 1.00. Government support is a highly important external opportunity. Collaboration with the industry also has a weight of 0.25 and a rating of 4, resulting in a score of 1.00, making it another crucial external opportunity. Competition with other educational institutions has a weight of 0.15 and a rating of 3, resulting in a score of 0.45, making it a fairly significant external opportunity.

**Threats:** The mismatch between graduate competencies and industry needs has a weight of 0.20 and a rating of 3, resulting in a score of 0.60, posing a significant external threat. Companies' difficulty in recruiting competent maritime personnel has a weight of 0.15 and a rating of 3, resulting in a score of 0.45, making it a considerable external threat.

Based on the SWOT analysis, the following is the SWOT matrix for the West Sumatra Maritime Polytechnic:

**Table 3. SWOT Matrix**

<b>EFAS</b>	<b>Strengths (S)</b>	<b>Weaknesses (W)</b>
<b>IFAS</b>		
<b>Opportunities (O)</b>	<b>SO Strategies</b>	<b>WO Strategies</b>
	<ol style="list-style-type: none"> <li>Leverage experienced instructors and adequate facilities to enhance industry collaboration (S1, S2, O2)</li> </ol>	<ol style="list-style-type: none"> <li>Improve the effectiveness of recruitment and training systems with government support (W1, O1)</li> <li>Optimize the use of budget, facilities, and infrastructure to enhance industry collaboration (W2, W3, O2)</li> </ol>
<b>Threats (T)</b>	<b>ST Strategies</b>	<b>Strategi WT</b>
	<ol style="list-style-type: none"> <li>Utilize experienced instructors and adequate facilities to align graduate competencies with industry needs (S1, S2, T1)</li> </ol>	<ol style="list-style-type: none"> <li>Enhance the effectiveness of recruitment and training systems to address the mismatch between graduate competencies and industry needs (W1, T1)</li> <li>Establish better collaboration with the industry to facilitate the recruitment of competent maritime personnel (W3, T2)</li> </ol>

Source: Processed Data (2024)

Explanation of the SWOT Matrix:

1. SO Strategies (Strengths-Opportunities)

Utilize experienced instructors and adequate facilities to enhance collaboration with the industry (S1, S2, O2). With strong human resources and facilities, the West Sumatra

Maritime Polytechnic can build better partnerships with the maritime industry to improve graduate competencies.

2. WO Strategies (Weaknesses-Opportunities)

Improve the effectiveness of recruitment and training systems with government support (W1, O1). With government support, the West Sumatra Maritime Polytechnic can enhance its recruitment and training systems to produce more competent graduates.

Optimize the use of budget, facilities, and infrastructure to enhance collaboration with the industry (W2, W3, O2). Through industry collaboration, the Polytechnic can better utilize its budget, facilities, and infrastructure to improve graduate competencies.

3. ST Strategies (Strengths-Threats)

Utilize experienced instructors and adequate facilities to align graduate competencies with industry needs (S1, S2, T1). With strong human resources and facilities, the West Sumatra Maritime Polytechnic can adjust its curriculum and learning processes to produce graduates that meet industry requirements.

4. WT Strategies (Weaknesses-Threats)

Enhance the effectiveness of recruitment and training systems to address the mismatch between graduate competencies and industry needs (W1, T1). Improving recruitment and training systems is expected to produce graduates that align with industry needs.

Establish better collaboration with the industry to facilitate the recruitment of competent maritime personnel (W3, T2). Through better industry collaboration, the Polytechnic can gather information and feedback to prepare graduates that meet industry needs.

## CONCLUSION

The West Sumatra Maritime Polytechnic's strengths lie in having experienced instructors and adequate facilities. However, its weaknesses include suboptimal recruitment and training systems. Opportunities include government support and industry collaboration, while threats encompass competition from other educational institutions and technological changes. The recommended strategies involve strengthening industry collaboration, enhancing instructor competencies, and optimizing recruitment and training systems.

Increase collaboration with the maritime industry in curriculum development and internships. Enhance instructor competencies through training and certification aligned with industry developments. Optimize HR recruitment and training systems to produce graduates who are competent and meet industry needs.

Conduct further analysis on the impact of graduate competencies on industry performance or evaluate the effectiveness of training programs conducted by UPT BPSDM Perhubungan. Future research can also focus on developing HR management models tailored to maritime industry needs and analyzing the impact of strategy implementation on graduate competencies and industry satisfaction.

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