

# Analysis Of Swot Implementation As A Strategy Development Recruitment In Appointment Of Skills Training Teaching Personnel At Surabaya Merchant Marine Polytechnic

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## ABSTRACT

This study analyzes the analysis of the needs of DIKTRAM teaching educators at the Surabaya Merchant Marine Polytechnic with SWOT analysis at the Surabaya Merchant Marine Polytechnic. This research uses qualitative analysis, sampling and data with in-depth interviews, observation and documentation. The results showed that research on the recruitment of DIKTRAM teaching staff at the Surabaya Merchant Marine Polytechnic in 2025 showed that the recruitment process went well thanks to a mature strategy. The polytechnic has planned and prepared various aspects, such as analyzing the needs of teaching staff, criteria and requirements for prospective teachers, as well as test forms which include vocational potential tests, computers, micro teaching, and interviews. The policies implemented refer to education-related laws as well as the institution's personnel guidelines. Recruitment scheduling and budgeting are well managed, without external assistance, ensuring success in recruiting qualified educators. This recruitment aims to obtain professional and qualified teachers, who can be responsible for educating and transferring knowledge that is useful for the world of work.

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## INTRODUCTION

Education is an important foundation in building a quality and sustainable society. In the midst of current educational dynamics, recruitment (procurement) of educators is a crucial process aimed at obtaining qualified individuals who are suitable in terms of number, place, and time according to the needs of an educational institution. This selection process is highly useful as it effectively helps obtain superior human resources (HR) for the Surabaya Merchant Marine Polytechnic (POLTEKPEL). POLTEKPEL Surabaya requires effective recruitment strategies to acquire high-quality teaching staff. Therefore, POLTEKPEL Surabaya must always focus on the quality of its teaching human resources to produce competent graduates. SWOT analysis can help identify strengths, weaknesses, opportunities, and threats in the recruitment process.

Along with globalization, human life undergoes changes where people are required to be more creative and innovative in facing the development of science and technology. To face these developments, education should be able to produce quality human resources at local, national, and international levels. In this context, education is necessary and viewed as a basic need for societies that wish to progress. In the life of a nation and state, education plays a crucial role in ensuring the continuity of the nation and state because education is a medium for creating quality human resources. In reality, Indonesian society still faces challenges in education, particularly the lack of qualified human resources. This is caused by

the low quality of education at every level and type of educational institution. Although various efforts have been made by the government to improve the quality of education at all levels, including teacher training and competency improvement programs, provision of books and learning materials, infrastructure improvements, and management quality enhancements—these efforts have not yet reached all regions evenly. However, various indicators of educational quality, such as the quality of outputs, have not shown significant improvement. The human resource that plays a key role in improving the quality of education is the educator. Educators are one of the key factors in enhancing the quality of education. According to Law No. 20 of 2003 concerning the National Education System, Article 39 paragraph 2 states: "Educators are professional personnel whose duties include planning and implementing the learning process, assessing learning outcomes, providing guidance and training, and conducting research and community service." Teachers, as educators, according to Law No. 20 of 2003, Article 40 paragraph 2, have the following obligations: (1) Creating meaningful, enjoyable, creative, dynamic, and dialogic learning environments; (2) Demonstrating professional commitment to improving the quality of education; (3) Setting examples and maintaining the dignity and reputation of their institutions, professions, and positions in accordance with the trust given to them. One of the main keys to producing quality human resources lies in the recruitment process of educators, as this stage involves the selection of potential candidates. According to Priansa (2016), "recruitment refers to the number and categories of employees needed, determined through formal human resource planning. Recruitment is carried out through detailed recruitment planning."

Effective selection and recruitment of teaching staff at Surabaya Merchant Marine Polytechnic can influence various aspects of maritime education at POLTEKPEL Surabaya. In this case, certain problems may arise, such as unpreparedness among educators and the absence of superior, high-quality human resources that meet institutional needs. Therefore, the author is interested in conducting a SWOT analysis to develop recruitment strategies for skill training instructors (DIKTRAM) at Surabaya Merchant Marine Polytechnic. It is hoped that effective recruitment will enable the institution to obtain educators who meet the qualifications set by the school (Hulme, 2023; See, 2021; Teo, 2021). Since human elements are very important in the smooth operation of school activities, the success of school programs depends heavily on those involved (Eze, 2022; Klassen, 2022; Lunsman, 2021; Ronfeldt, 2020). Recruitment and selection strategies for educators and educational staff are systematic processes to gather and choose candidates who meet the school's needs and improve the quality of education and institutional success (Blackmore, 2024; Holt, 2022; Randolph, 2023). Based on previous studies, the recruitment and selection of educators must follow appropriate stages, starting from planning and analyzing staffing needs, administrative screening, interviews, up to orientation, practical teaching tests, and mentoring. One common problem in schools during the recruitment process is inadequate planning (Davis, 2021; Kanber, 2023; Klassen, 2021; Love, 2023), which often leads to disqualification and inefficiency, as tasks meant for multiple individuals are performed by one person alone. This usually occurs due to a lack of experts in specific fields (Martinie, 2023; Williams, 2022).

Sometimes there is also a mismatch between personnel placement and their actual roles—for example, placing a physical education teacher based only on experience or talent rather than academic background (Dian Adelia et al., 2023). Recruitment strategies for educators and educational staff are necessary since they are key factors in the development and success of education (Johansson, 2023; Mohammed, 2023; Tenore, 2023).

Shahabi et al. (2014) used SWOT analysis to evaluate internal and external factors strengths, weaknesses, opportunities, and threats that affect Surabaya Merchant Marine Polytechnic. Their findings showed that SWOT analysis can be used to formulate strategic plans. Shang and Pheng (2014) applied SWOT analysis to determine factors influencing the implementation of the Last Planner System (LPS) in construction projects in China. The results indicated that SWOT analysis can identify factors potentially affecting LPS implementation.

SWOT analysis is an easy method to identify strengths, weaknesses, opportunities, and threats. In addition to being easy to apply, this method has limitations—it does not provide a ranking system for factors or strategies (Shahabi et al., 2014). Therefore, this becomes a challenge when conducting SWOT analysis.

SWOT analysis was first introduced by Albert Humphrey during research conducted at Stanford University in the 1960s–1970s (Suasthi, 2020). SWOT analysis examines four perspectives: Strengths (analyzing advantages or strong points), Weaknesses (identifying shortcomings), Opportunities (exploring potential chances for growth), and Threats (assessing unfavorable situations) (Fatimah, 2020). Based on the above background, the researcher is interested in conducting a study titled "Application of SWOT Analysis as a Strategy Development Tool in Recruiting Skill Training Instructors at Surabaya Merchant Marine Polytechnic."

## RESEARCH METHOD

This study uses a qualitative research type with the SWOT analysis method. The purpose of this study is to identify the strengths, weaknesses, opportunities and threats faced by the Surabaya Merchant Marine Polytechnic in developing a recruitment strategy for the appointment of DIKTRAM teaching staff. The focus of the research currently being carried out is to determine the general picture of the recruitment planning for teaching staff at the Surabaya Merchant Marine Polytechnic, especially in developing a recruitment strategy for the appointment of DIKTRAM teaching staff. The location of this research was carried out at the Surabaya Merchant Marine Polytechnic located at Jl. Gunung Anyar Lor No.1 Gunung Anyar, Gunung Anyar District, Surabaya, East Java. The research collection technique uses documents, interviews, and observations. The data analysis of this study uses SWOT analysis.

**Table 1. SWOT MATRIX**

IFE		Strength (S)	Standar Error
EFE			
Opportunities (O)	SO Strategy (Strategy that utilizes strengths and exploits opportunities)		ST Strategy (Strategy that utilizes strengths and overcomes threats)
Threats (T)	Strategi ST (Strategi yang menggunakan kekuatan dan mengatasi ancaman)		WT Strategy (Strategy that minimizes weaknesses and avoids threats)

## RESULTS AND DISCUSSION

### Reserch Results

In this topic, the focus of the research is as a follow-up to the results of data collection which will be described as research results. Researchers conduct data tracing in the field after which the data found is analyzed according to the research objectives, so that researchers can present the research results and discussions as follows:

#### 1. Analysis of Teaching Staff Recruitment Planning at the Surabaya Maritime Polytechnic

This study analyzes the work to obtain information that is related to the job description and job specifications. The description must be clearly described so that the teaching staff who will occupy the position know the duties, responsibilities, and achievements that must be achieved in order to advance or make improvements in DIKTRAM at the Surabaya Maritime Polytechnic.

##### a. Teaching Staff Recruitment Planning Procedure

Analysis of Teaching Staff Needs, researchers can analyze the needs of teaching staff who will be recruited by the Surabaya Maritime Polytechnic. Based on the results of interviews with the informants above, the researcher found that recruitment will be held if there are teaching staff who are empty or who resign, or can attract new teaching staff to complete or cover the existing vacancies, this is also seen if it happens suddenly.

b. Criteria and Requirements for Prospective Teaching Staff Criteria and Requirements for Prospective Teaching Staff

Criteria and requirements for prospective educators Criteria and requirements for prospective educators are descriptions of the minimum quality requirements for people who can be accepted in order to carry out a job well and competently. Based on the results of interviews with informants, researchers found that the characteristics of educators are those who are loyal to the school, have a minimum of 2 years of work experience, an educator who has no experience is first placed in the staff section to provide work experience. An educator must also have good morals and have good knowledge. Educators who are tested to find out the extent of their knowledge and to find out what the characteristics of the educator are and what is prioritized is having an ANT 1 diploma because that has become the standard determined by the Institution. The Institution also stated that although many educators have a BA or MA background, the challenges faced in the world of education are very different from work experience in agencies or companies. This makes interaction with students very important. For educators, the institution emphasized that the minimum qualification standard is BA or ANT 3, in accordance with the provisions of the education office. Meanwhile, for administrative staff, some of them have high school qualifications. Based on the interview results, the researcher concluded that the minimum standard that must be possessed by educators is S1 or ANT 3.

This Surabaya Merchant Marine Polytechnic already has educators who already have S3, this shows that the quality of educators at the Surabaya Merchant Marine Polytechnic is indeed very good because the educators have very good education. Based on the interview, it was explained that a teacher must have pedagogical skills, class management skills, and skills in interacting with students. In addition, teachers must also be able to master the material well, but not only for themselves, but also be able to explain the material in a way that can be understood by students.

Even though someone may be smart in terms of material, if they are not able to manage the class well, it becomes a deficiency. Therefore, skills in class management and language skills are very important for educators to have. In addition, at the Surabaya Maritime Polytechnic, technology-based teaching is mandatory. Every teacher is expected to have adequate skills in using technology in the learning process, because technology-based learning methods have become an inseparable part of the teaching process at the institution.

Educators must have good skills, both in terms of English and Arabic or in terms of teaching methods, as well as in their knowledge of technology. Educators must also be skilled in designing their teaching methods so that they can provide a good understanding to their students. The main requirements for prospective educators who will join them, among others

- 1) The age of prospective educators must not be more than 40 years old.
- 2) Prospective educators must have supporting certificates as added value in their fields.
- 3) Prospective educators must have at least a Master's degree, namely a flat diploma and ANT II marine.
- 4) Prospective educators have high loyalty and integrity.

## 2. External Challenge Analysis

Recruitment of lecturers for the DIKTRAM program at the Surabaya Merchant Marine Polytechnic is influenced by various external factors that are important to consider when designing a

development strategy. In this context, a SWOT analysis is an effective tool to identify existing opportunities and threats, which in turn will direct the recruitment strategy for lecturers at the Surabaya Merchant Marine Polytechnic in 2025.

One of the external opportunities that can be utilized by the Surabaya Merchant Marine Polytechnic is the rapid progress in educational technology. This situation opens the door for institutions to implement technology-based teaching methods that certainly require teachers who are trained in their use. This increase in technology is an opportunity to attract teachers with digital skills and innovation in the teaching and learning process. In addition, the increasing need for experts in the shipping sector, both domestically and internationally, provides an opportunity for the Surabaya Merchant Marine Polytechnic to attract teachers who have relevant expertise and experience in the industry.

To overcome this challenge, the Surabaya Merchant Marine Polytechnic needs to formulate a recruitment strategy that focuses on improving the quality of teachers, one of which is through continuous training and advancing the welfare of existing teachers. In addition, strengthening cooperation with the shipping sector and other educational institutions will help in attracting competent teachers. By utilizing existing opportunities and anticipating external threats, Surabaya Merchant Marine Polytechnic can develop effective recruitment strategies, ensure high quality teaching, and adapt to changes in the world of maritime education in the future.

### 3. Analysis of Efforts to Improve Educator Quality

The assessment of teacher performance is no less important. Through a planned and regular evaluation system, the Surabaya Merchant Marine Polytechnic can identify the strengths and weaknesses of its teachers. Input from students will also provide very useful data for improving teaching. The implementation of a mentorship program where senior teachers provide guidance to junior teachers can be a way to improve teaching skills for younger teachers.

The welfare of teachers should be a primary concern. Adequate facilities and incentives that are in line with teacher performance can encourage them to continue to develop themselves. With increased welfare, teachers will feel appreciated and increasingly motivated to provide high-quality education.

A curriculum that is in accordance with the needs of the shipping industry also plays an important role in improving the quality of teaching. Therefore, it is very important for the curriculum at the Surabaya Merchant Marine Polytechnic to always be updated to follow the latest changes in the shipping industry. Teachers must also be involved in curriculum development so that the material taught is always relevant and in accordance with the needs of the job market. Improving soft skills such as communication, leadership, and classroom management is very important to support success in the learning process. Teachers who have good class management skills and effective communication skills will be more successful in motivating students to be more active in learning.

### 4. EFE Matrix Analysis (External Factor Evaluation)

The EFE matrix is used to evaluate external factors that influence institutions in the DIKTRAM teaching staff recruitment process.

No.	Internal Factors	Weight	Rating	Score
1	Advances in educational technology that enable new teaching methods	0.20	4	0.80
2	Increasing demand for experts in the shipping sector	0.25	4	1.00
3	Cooperation with other educational institutions and the maritime industry	0.15	3	0.45
4	DGovernment support for the development of the maritime sector	0.15	3	0.45

5	Fierce competition with other educational institutions	0.15	2	0.30
6	Lack of high-caliber teachers	0.10	2	0.20
7	Changes in regulations and educational standards that must be adapted	0.10	2	0.20
Total		1.00		3.60

From the table data presented, it can be concluded that:

- Advances in educational technology and increasing demand for experts in the shipping sector are great opportunities for the Surabaya Merchant Marine Polytechnic to attract quality teachers.
- Cooperation with other educational institutions and government support also provide opportunities to expand networks and resources.
- Tight competition and the lack of high-caliber teachers are threats that must be faced.

## 5. IFE (Internal Factor Evaluation) Matrix Analysis

The IFE Matrix is used to evaluate internal factors that affect an institution, as follows:

No.	Internal Factors	Weight	Rating	Score
1	Quality of teaching staff who already have higher education (S2/S3)	0.25	4	1.00
2	Regular training programs for developing pedagogical and technical skills	0.20	4	0.80
3	Practical experience of teachers who are directly involved with the industry	0.15	3	0.45
4	Skills in using technology in teaching	0.15	3	0.45
5	Limitations in the number of teachers who have experience in the shipping sector	0.15	2	0.30
6	Soft skills of teachers that need to be improved	0.10	2	0.20
7	Curriculum that needs to be updated according to industry needs	0.10	2	0.20
Total		1.00		3.60

From the IFE matrix analysis above, it can be concluded that:

- The quality of teaching staff who already have higher education and regular training programs are the main strengths of the Surabaya Maritime Polytechnic.
- Practical experience and skills in using technology are also added value.
- However, the limited number of teachers and soft skills that need to be improved are weaknesses that must be considered

## 6. SWOT Matrix Analysis

SWOT Matrix	Strengths	Weaknesses
<b>Opportunities</b>	<ol style="list-style-type: none"> <li>High quality teaching staff with Masters/Doctoral degrees.</li> <li>Regular training programs to develop pedagogical and technical skills.</li> <li>Increasing demand for experts in the shipping sector.</li> <li>Advances in educational technology that enable new teaching methods.</li> <li>Cooperation with other educational institutions and the maritime industry. Kerjasama dengan institusi pendidikan lain dan industri maritim.</li> </ol>	<ol style="list-style-type: none"> <li>Limited budget for recruitment and training.</li> <li>Long and complicated recruitment process.</li> <li>Lack of promotion regarding teaching staff vacancies.</li> <li>Limited number of high-caliber teachers..</li> </ol>

<b>Threats</b>	1. Government support for the development of the maritime sector.
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## Discussion

Surabaya Merchant Marine Polytechnic is in the midst of interesting dynamics in the world of education, especially in the shipping sector. One significant opportunity that can be utilized by this institution is the rapid advancement of educational technology. With innovations in teaching and learning methods, Surabaya Merchant Marine Polytechnic has the opportunity to attract quality teachers who not only have in-depth academic knowledge, but also skills in using the latest technology. The increasing demand for experts in the shipping sector further strengthens Surabaya Maritime Polytechnic's position as an educational institution that is relevant and needed by the industry.

In addition, collaboration with other educational institutions and government support also open up wide opportunities for Surabaya Merchant Marine Polytechnic. Through this collaboration, institutions can expand their networks and available resources, so that they can improve the quality of education offered. Government support in the development of the maritime sector provides a strong foundation for Surabaya Merchant Marine Polytechnic to continue to innovate and adapt to market needs.

However, behind these opportunities, there are challenges that cannot be ignored. Tight competition with other educational institutions that also offer programs in the shipping sector is a threat that must be faced. Many other institutions are trying to attract quality teachers, so Surabaya Merchant Marine Polytechnic needs to have an effective strategy to stay competitive. In addition, the lack of high-caliber teachers in the shipping sector is also a challenge in itself. With the increasing demand, this institution must work extra hard to find and recruit teachers who meet the expected qualifications.

By understanding these opportunities and threats, Surabaya Merchant Marine Polytechnic can formulate the right strategy to improve the quality of its teaching staff and ensure that they remain the main choice for prospective students who want a career in the shipping industry.

Surabaya Merchant Marine Polytechnic has a diverse teaching staff in terms of higher education, with many of them having strong academic backgrounds and practical experience in the shipping industry. Regular training programs held help teachers to continuously update their technological skills and teaching methodologies, so that they can provide relevant and quality education to students.

However, there is a weakness in the number of high-caliber teachers, which can affect the teacher-to-student ratio. In addition, the development of soft skills among teachers also needs to be improved to ensure that they can interact effectively and support the holistic development of students. By paying attention to these aspects, Surabaya Merchant Marine Polytechnic can continue to improve the quality of its teaching staff and meet the demands of the ever-growing shipping industry.

## CONCLUSION

After the researcher conducted the research, then from some of the data studied, the following results were obtained: Recruitment of DIKTRAM Teaching Staff Appointment at the Surabaya Merchant Marine Polytechnic in 2025 can run well according to the recruitment strategy that has been prepared. This can be seen from the Surabaya Merchant Marine Polytechnic which has planned, prepared various strategies for recruiting teaching staff by looking at the aspects that are the reference or reasons for recruiting teaching staff, so as to obtain qualified DIKTRAM teaching staff or teachers who are in accordance with their qualifications. The research findings show that in the planning strategy for recruiting teaching staff at the Surabaya Merchant Marine Polytechnic in 2025, among others:

1. Analysis of DIKTRAM Teaching Staff Needs The Surabaya Merchant Marine Polytechnic formed a team to analyze the needs of teaching staff, then determine how many teaching staff will be accepted, then the results of the analysis are submitted to the Director of the Surabaya Maritime Polytechnic.



2. Criteria and requirements for prospective educators Criteria and requirements for prospective DIKTRAM educators at the Surabaya Merchant Marine Polytechnic are prioritized first, those who are able to teach DIKTRAM professionally and well and can provide knowledge that can be implemented in the world of work according to its specifications, able to master English according to the provisions that have been set, able to operate a computer, maximum age 40 years, and have work experience or teaching experience of at least 2 years.
3. The form of test that will be implemented by the Surabaya Maritime Polytechnic, namely first providing a job application letter and the required files then following a series of tests that have been prepared, vocational potential tests, computer tests, micro teaching tests, and interview tests.
5. Policies implemented The policies implemented in the recruitment of DIKTRAM educators at the Surabaya Merchant Marine Polytechnic are Law No. 20 of 2003 concerning the National Education System, Law No. 14 of 2005 concerning Teachers and Lecturers, Then there are separate regulations from the Surabaya Maritime Polytechnic, namely concerning Personnel Guidelines.
6. Scheduling of the Implementation of the Recruitment of Educators In determining the schedule for the implementation of the recruitment of educators at the DIKTRAM Surabaya Merchant Marine Polytechnic, it is done by arranging the right time according to the conditions of the educators, and the place of implementation for the test is also in another place with the hope that job applicants can take the test well and get comfort in doing the test given by the DIKTRAM Surabaya Merchant Marine Polytechnic.
7. The budget used in the implementation of the recruitment of educators is obtained from the Surabaya Merchant Marine Polytechnic without any assistance from the local government or from the center. This shows that the Surabaya Merchant Marine Polytechnic is able to finance the recruitment planning of educators themselves with various strategies that have been prepared. The planning of the recruitment of educators has been going well by looking at the preparation of the planning carried out by the school, this has a very good impact on the school. The educators who are recruited are also professional educators and in accordance with the qualifications needed for DIKTRAM teachers at the Surabaya Merchant Marine Polytechnic.
8. This recruitment is carried out or implemented to produce good teachers or educators, so it must have good planning and preparation as well. Surabaya Merchant Marine Polytechnic in its planning must consider various aspects in order to get results that are in accordance with expectations and satisfactory, and DIKTRAM teachers or educators who have been recruited are expected to be responsible for the tasks assigned to them with full responsibility. A DIKTRAM teacher or educator must have a sense of responsibility because not only educating but educators must also be able to transfer their knowledge to students so that it has an impact on their work environment.

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