



How HR Strategies Shape PT Pelabuhan Indonesia 1's Future

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Abstract: This paper examines the human resource management (HRM) strategies employed by PT Pelabuhan Indonesia 1 (Persero) to enhance employee performance. Using qualitative descriptive analysis and the SWOT framework, the study evaluates key HR practices in recruitment, placement, development, and performance evaluation. Findings reveal significant strengths, such as a skilled workforce, advanced performance management systems, and educational rewards, which enable the organization to capitalize on opportunities like market expansion and technological innovations. However, challenges persist, including inconsistent recruitment policies, limited interdepartmental collaboration, and economic fluctuations. Strategic insights highlight the importance of leveraging internal strengths and external opportunities to mitigate threats and address weaknesses. The study concludes that PT Pelabuhan Indonesia 1 (Persero)'s HRM initiatives align with its growth-oriented objectives, providing a robust foundation for sustained success in a competitive industry. Recommendations include fostering teamwork, refining recruitment processes, and investing in technological advancements to maintain a competitive edge.

Introduction

Human Resource Management (HRM) plays a pivotal role in shaping the overall success and long-term sustainability of an organization. It serves as the bridge between the goals of the company and the capabilities of its workforce, ensuring that individual performance aligns closely with broader corporate objectives. As highlighted by Dessler (2013), effective HRM is not just about hiring the right people—it involves a comprehensive and strategic approach that includes systematic recruitment, tailored training and development programs, appropriate placement of personnel, and regular performance evaluations. These components work together to create a work environment that supports growth, nurtures employee potential, and encourages commitment to the organization's mission.

Moreover, HRM plays a vital part in cultivating a motivated and skilled workforce, which in turn contributes to improved efficiency, innovation, and competitiveness. This becomes particularly important in fast-paced and dynamic sectors such as logistics and port management, where companies must continuously adapt to changing market demands, technological advancements, and global competition. In such contexts, strategic HRM practices are essential—not only for maintaining day-to-day operational effectiveness but also for anticipating future challenges and preparing the workforce to meet them. Therefore, investing in robust HRM systems is not just a managerial obligation, but a strategic necessity for organizations aiming to remain relevant and competitive in today's rapidly evolving business landscape.

PT Pelabuhan Indonesia 1 (Persero), a state-owned enterprise in Indonesia's port industry, epitomizes the role of HRM in driving organizational success. As stated in its corporate reports, the company has consistently implemented strategic HRM initiatives to enhance employee performance while addressing emerging industry challenges (PT Pelabuhan Indonesia 1 Annual Report, 2017). These initiatives include utilizing advanced technology for recruitment processes, offering skill development programs, and embracing performance management systems like Manajemen Kinerja Elektronik (MKE) to ensure continuous evaluation and improvement.

The adoption of the SWOT (Strengths, Weaknesses, Opportunities, Threats) framework has allowed PT Pelabuhan Indonesia 1 (Persero) to assess and strategically address internal and external factors influencing its workforce. The company has leveraged its strong workforce capabilities and innovative HR practices to optimize opportunities such as expanding market demands, while also mitigating risks like increased competition and technological disruptions (Rangkuti, 2003).

Despite these advancements, challenges remain, including inconsistent recruitment policies and gaps in interdepartmental collaboration, as observed in the organization's internal assessments. Addressing these areas while leveraging its strengths and opportunities is critical for PT Pelabuhan Indonesia 1 (Persero) to maintain its growth trajectory. As Mathis and Jackson (2001) emphasize, successful HRM strategies require continuous alignment with evolving organizational needs and external industry dynamics.

This paper explores the HRM strategies of PT Pelabuhan Indonesia 1 (Persero), specifically focusing on the areas of recruitment, placement, development, and performance evaluation. Using a qualitative approach complemented by SWOT analysis, the study seeks to highlight how these strategies contribute to enhancing employee performance and achieving long-term organizational objectives.

Methods

This study uses a qualitative descriptive approach to examine HRM strategies at PT Pelabuhan Indonesia 1 (Persero) in Medan, focusing on how they enhance employee performance. It is structured as a case study, offering in-depth insight into the company's HR

processes, outcomes, and challenges.

Data was collected through semi-structured interviews with HR managers, recruitment staff, and employees from various divisions, along with workplace observations and document analysis (e.g., HR reports and training manuals). A SWOT analysis framework was also applied to assess internal strengths and weaknesses, as well as external opportunities and threats.

Purposive sampling ensured participants had relevant HR experience, while the triangulation of interviews, observations, and documents strengthened data validity. The study combines qualitative methods with SWOT analysis to provide a comprehensive understanding of HRM practices and develop targeted improvement strategies.

Results and Discussion

Through detailed qualitative analysis complemented by SWOT framework application, PT Pelabuhan Indonesia 1 (Persero) implements comprehensive strategies to improve employee performance, categorized into recruitment, placement, development, and performance evaluation. These strategies reveal various internal strengths, weaknesses, and external opportunities alongside challenges, shedding light on the organization's HR practices.

Here is the SWOT matrix summarizing the key internal and external factors impacting PT Pelabuhan Indonesia 1 (Persero):

Table 1. The SWOT matrix

Strengths (S)	Weaknesses (W)
- Knowledgeable and skilled workforce ensuring operational excellence (Sri Suyono, 2019). - Implementation of the Manajemen Kinerja Elektronik (MKE) system for effective performance evaluation (Rakhmawati, 2019). - Educational rewards (postgraduate scholarships) motivate employees and build a culture of achievement (Yanti, 2019).	- Limited interdepartmental collaboration, hindering teamwork (Ilyas, 2019). - Inconsistent recruitment policies leading to perceptions of favoritism (Nurdiana, 2019). - Misuse of break times by employees, reducing productivity (Harun, 2019).
Opportunities (O)	Threats (T)
- Expanding global port demand increases market potential (Rangkuti, 2003). - Strategic partnerships with other institutions enhance operations and market presence (PT Pelabuhan Indonesia 1 Annual Report, 2017). - Technological advancements in ICT streamline processes and foster innovation (Fahmi, 2013).	- Competition from private companies with aggressive pricing strategies (Harun, 2019). - Economic downturns impacting export-import activities, reducing demand for port services (Sri Suyono, 2019). - The rapid pace of technological changes requires high investment and adaptability (Rangkuti, 2003).

Among its strengths, the company leverages its knowledgeable and skilled workforce, which plays a crucial role in maintaining operational excellence and maximizing productivity. Employees are strategically aligned with their areas of expertise, ensuring their capabilities are optimized (Sri Suyono, 2019). Moreover, the adoption of the Manajemen Kinerja Elektronik (MKE) system introduces transparency and accountability into employee performance evaluations. By transitioning to monthly assessments through MKE, the organization fosters an environment of continuous improvement, aligning individual goals with corporate objectives (Rakhmawati, 2019). Educational rewards, such as annual scholarships for postgraduate studies abroad, further motivate employees, cultivating a culture that values achievement and growth (Yanti, 2019).

Despite these robust strengths, the organization faces some internal challenges. Limited interdepartmental collaboration reduces overall cohesion and efficiency. Without sufficient interaction between divisions, teamwork is hindered, which can negatively impact performance outcomes (Ilyas, 2019). Additionally, inconsistencies in recruitment policies, such as the reliance on local hiring methods, sometimes lead to perceptions of favoritism, undermining employee morale and trust (Nurdiana, 2019). Disciplinary issues are also evident, as employees occasionally misuse designated break times, with extended absences affecting productivity levels and workplace order (Harun, 2019).

The external environment presents notable opportunities for growth. Increasing global port activity enhances demand for services, positioning PT Pelabuhan Indonesia 1 (Persero) to broaden its market reach (Rangkuti, 2003). Strategic partnerships further boost operational capacity and market presence, offering pathways to mutually beneficial collaborations with other institutions, such as logistics companies and port authorities (PT Pelabuhan Indonesia 1 Annual Report, 2017). Advancements in ICT provide promising avenues for streamlining operations and enhancing service delivery, ensuring the organization maintains its competitive edge within a rapidly evolving industry (Fahmi, 2013).

However, the organization must navigate external threats, including competition from private sector firms that employ aggressive pricing strategies, challenging client retention and market share expansion (Harun, 2019). Economic downturns in export-import activities directly impact the demand for port services, posing risks to financial stability (Sri Suyono, 2019). Additionally, the rapid pace of technological change demands significant investment to stay ahead, as failing to adapt could compromise operational efficiency and competitiveness (Rangkuti, 2003).

The results indicate that while PT Pelabuhan Indonesia 1 (Persero) possesses strong internal capabilities and promising external opportunities, it must address internal weaknesses and mitigate external threats to sustain its growth trajectory. Enhancing interdepartmental collaboration and refining recruitment policies are critical for improving internal processes. Meanwhile, bolstering technological integration and developing defensive strategies against pricing competition will further position the organization for success.

Conclusion and Recommendations

PT Pelabuhan Indonesia 1 (Persero) demonstrates robust human resource management strategies that focus on enhancing employee performance while aligning with organizational growth objectives. Strengths such as a skilled workforce, the utilization of advanced systems like Manajemen Kinerja Elektronik (MKE), and the provision of educational rewards highlight the company's commitment to cultivating excellence. However, challenges like inconsistent recruitment practices and interdepartmental collaboration gaps need addressing. The SWOT analysis underscores the organization's capability to leverage opportunities and mitigate threats through adaptive strategies. By balancing internal strengths and external opportunities, PT Pelabuhan Indonesia 1 (Persero) is well-positioned for sustained success in a competitive and dynamic industry.

To build on its existing strengths, the company should invest further in team-building initiatives to foster collaboration across divisions and create standardized recruitment processes to ensure transparency and fairness. Expanding partnerships and investing in cutting-edge ICT can enhance operational efficiency and maintain a competitive edge in the global market. Additionally, implementing stricter disciplinary measures and incentivizing adherence to workplace policies will improve overall productivity. Finally, adopting a proactive approach to external threats, including competitive pricing strategies and responses to economic fluctuations, will ensure resilience and long-term organizational stability.

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