



STRATEGY OF THE BARELANG POLICE SATPOLAIRUD THROUGH A PERSONNEL APPROACH TO ACHIEVE MARITIME SECURITY

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ABSTRACT

The persistence of maritime incidents within the jurisdiction of Barelang Police in 2024 including three immigration cases, two customs violations, and ten maritime accidents highlights the ongoing challenges in maritime security that demand an adaptive and capable organizational response. This study aims to analyze the condition of personnel, identify the influencing factors, and formulate strategies to optimize the performance of the Barelang Police Water and Air Unit (Satpolairud). A qualitative approach was employed, utilizing data collection techniques such as documentation and semi-structured interviews with six key informants selected through purposive sampling. Documentation included the review of relevant literature, books, and organizational records related to maritime security. Data analysis was conducted using NVIVO software to identify themes, inter-variable connections, and explore patterns among informants and strategic issues.

The results indicate that while Satpolairud personnel demonstrate strong discipline and dedication, they face challenges in terms of limited manpower and insufficient technical maritime competence. Internal factors such as inadequate advanced training and lack of personnel were identified as major weaknesses. External factors, including support from the central government, inter-agency collaboration, and evolving maritime threats, also significantly influence performance. SWOT analysis led to the formulation of strategies such as enhanced certified training programs, placement of personnel based on technical background, and strengthened interoperability with other maritime agencies.

In conclusion, improving the capability of Satpolairud Barelang requires comprehensive personnel development through continuous training, improved recruitment systems, and institutional synergy to address the increasingly complex challenges of maritime security.

Keywords: Security, Capability, Personnel, Maritime Security, NVIVO, SWOT, Strategy

INTRODUCTION

Maritime security in Indonesia is a very important aspect to maintain the country's sovereignty and stability. With more than 17,000 islands and a coastline of 81,000 km, Indonesia's geographical location makes it vulnerable to lawlessness and various maritime threats. One of the significant challenges in this field is the security of the waters in the jurisdiction of the Barelang Police. According to a report from the Barelang Police Satpolairud (2024), several cases of law violations have been recorded, including three cases of illegal immigration, two cases of customs violations, and ten cases of marine accidents. This shows that the Barelang region is still a vulnerable point in terms of maritime security and safety (Lumaksono et al., 2020).

The fundamental problem faced by the Barelang Police Satpolairud is the lack of optimal human resource (HR) management. The report mentioned a shortage of personnel and limited technical competence and professionalism in the field. This has a direct impact on operational effectiveness in the implementation of patrols, law enforcement, and incident handling in waters. Setiawan and colleagues stated that the low capability of personnel in the marine security unit can weaken surveillance in the waters and increase the potential for law violations that occur, which in turn can disrupt Indonesia's position on international shipping lanes and negatively impact economic stability and national security (Wibowo et al., 2023).

If this condition is not addressed immediately, the risk of increased maritime security disturbances will be even greater, raising the need for efforts to improve personnel capabilities. This is where it is important to analyze the condition of Barelang Police Satpolairud personnel, identify factors that affect their performance, and formulate optimization strategies. Continuous professional training and development must be a priority to strengthen the capacity and competence of Satpolairud human resources in maintaining marine safety (Sudini et al., 2021).

With the results of this study, it is hoped that it can provide a strong basis for the formulation of policies and strategic measures to improve the effectiveness of marine security at the local and national levels, as well as strengthen Indonesia's competitiveness in the context of maritime security.

LITERATURE REVIEW

This study adopts a comprehensive theoretical approach to analyze the capabilities of the Barelang Police Satpolairud. The grand theory used is management, with middle theory in the form of Human Resources (HR), and applied theory that combines personnel, as well as strategic analysis theory. This study uses qualitative analysis methods supported by NVIVO and SWOT tools to systematically analyze data.

Management Theory

Management in an organizational context, especially as it relates to maritime security, is a key element to ensure that resources are managed effectively and efficiently. In this case, management includes planning, organizing, leadership, and control to achieve the goals that the organization wants to achieve. As explained by Kristiyanti and Fauziningrum (2022), good management helps Indonesia to strengthen its position as the world's maritime axis through effective regulation and management at sea (Kristiyanti and Fauziningrum, 2022). In the context of the Barelang Police Satpolairud, effective management is very important to face existing challenges and maximize its operational potential in maintaining maritime security.

Human Resource Theory



Human resources (HR) are also an important component that contributes to the success of organizational management. Abdurahmat Fatoni stated that the management of human potential is very crucial to support organizational goals. In the context of the Barelang Police Satpolairud, this means not only considering the number of existing personnel, but also their quality, skills, and competence in carrying out operational tasks related to maritime security (Mandira, 2022).

Personnel Theory

Personnel theory emphasizes the role of the individual in the achievement of the organization's collective goals. According to Sutanto, the existence of trained and competent personnel is crucial in carrying out supervision and law enforcement duties in the waters (Rahmawati and Hartomo, 2023). Ensuring that individuals in the organization have the right skills and meet an adequate number will also be a measure of the operational effectiveness of Satpolairud.

Strategy Theory

The strategy theory put forward by Goodpaster (1969) states that strategy involves the use of resources to achieve predetermined goals. The strategy theory, put forward by Trisnaputra, underlines the need to formulate a strategy that includes optimal use of resources to achieve the set goals. This shows that in the context of maritime security, careful planning and inter-agency cooperation are very important for operational success in maintaining the integrity and security of the territorial waters (Trisnaputra, 2023). Evaluation of existing strategies shows how important collaborative efforts are in dealing with increasingly complex maritime threats (Hartono and Bakharuddin, 2023).

SWOT Analysis

SWOT analysis is a strategic tool used to evaluate internal (Strengths and Weaknesses) and external factors (Opportunities and Threats) that affect organizational performance (Wheelen and Hunger, 2012). SWOT analysis is a useful strategic tool for evaluating internal and external factors that affect organizational performance. In the context of Satpolairud, SWOT analysis can identify strengths, such as personnel competence and infrastructure, as well as weaknesses such as limited numbers of personnel and technology that is not yet optimal. Existing external opportunities, including supportive government policies, must be utilized, while the threat of maritime crime needs to be faced with planned and innovative strategies (Kanom and Darmawan, 2020). This study aims to compile recommendations that are expected to contribute to the formulation of more effective policies to improve maritime security in Indonesia (Prasetyo et al., 2023).

Previous Research

At this stage of research, the first step taken is to search for previous studies and literature that are relevant to the title of the research to be researched. Previous studies related to the theme of Personnel and equipment completeness in the context of maintenance and repair capabilities show that although they are not in detail identical in their variables, they are relevant to the variables that this research focuses on. The first research by Contarinis et al. (2020) on open maritime spatial data infrastructure leads to interoperability in maritime management with a digital technology-based approach, while this research focuses more on improving the capabilities of the Barelang Police Satpolairud in supporting maritime security in Indonesia. The second study by Pohontu and Ermolai (2024) discusses the use of Artificial Intelligence (AI) in increasing Maritime Domain Awareness (MDA), which focuses on data processing to

improve maritime security, while this research is more related to human resource management and policy operationalization in the field. The third research by Lee (2024) regarding the integration of digital systems in Maritime Single Window focuses more on digitizing and standardizing maritime data exchange, in contrast to this research which is more oriented towards managing and improving Satpolairud operations. The fourth study by Potamos et al. (2022) examines the detection of cyber threats in the maritime domain, which has a focus on cybersecurity, in contrast to this study which emphasizes more on the operational capabilities of Satpolairud in dealing with local maritime threats. Overall, the previous research discussed more technical aspects and macro policies, while this research carried a novelty with a more practical approach and was based on increasing the operational capacity of the Barelang Police Satpolairud in the field.

RESEARCH METHODS

Types of Research

This research is a descriptive qualitative research that aims to describe and analyze the capabilities of the Barelang Police Satpolairud in supporting maritime security.

Research Approach

The approach used is qualitative, with the aim of understanding the factors that affect the capabilities of Satpolairud through an in-depth analysis of personnel, infrastructure, and interoperability.

Research Focus

The focus of this research is to analyze the capabilities of the Barelang Police Satpolairud in the context of maritime security, taking into account three main dimensions: personnel, interoperability, and infrastructure.

Research Dimensions

This study examines three main dimensions:

- a. Personnel – Human factors in the operations of Satpolairud.
- b. Interoperability – Cooperation between agencies and institutions in maritime security.
- c. Facilities and Infrastructure – Equipment and infrastructure used by Satpolairud.

Research Location and Time

This research was conducted at the Barelang Police Satpolairud with a implementation time range from March to May 2025.

Research Informant

The informants in this study were selected by purposive sampling, consisting of officials and related staff at the Barelang Police and other institutions involved in maritime security, such as the Riau Islands Police, Bakamla, Customs, and others.

Data Collection Methods

The data collection methods used include:

- a. Documentation: Collection of relevant supporting documents, including literature references, books, and organizational documents related to maritime security.
- b. Interview: Semi-structured interviews with informants selected by purposive sampling to dig deeper information about the capabilities of Satpolairud.

Data Analysis Techniques

The collected data will be analyzed using NVIVO through several stages:

- a. Open Coding – Identify the complexity of data and phenomena arising from interviews and observations.

- b. Method of Constant Comparison – Comparing the information obtained to find similarities and differences.
- c. Sampling New Data – Classifying new data and cases.
- d. Writing of Theoretical Draft – Developing new concepts based on data analysis.
- e. More Focus Coding – Coding is more focused and compares with existing theories.
- f. Moving Analysis from Descriptive to Theoretical Level – Connecting new concepts to create deeper definitions. After being analyzed using NVIVO, the analysis continued using SWOT. Here are the stages:
 - a. Identify Strengths: Assess superior internal factors such as personnel competencies, facilities, and effective coordination.
 - b. Identify Weaknesses: Identify internal factors that hinder performance, such as limited personnel and budget.
 - c. Identify Opportunities: Analyze favorable external factors, such as government support or cooperation with other institutions.
 - d. Identify Threats: Assess external factors that could be detrimental, such as policy changes or maritime threats.
 - e. SWOT Matrix: Compile the results of the analysis in the matrix to formulate S-O, W-O, S-T, and W-T strategies.
 - f. Strategizing: Formulating strategies to leverage strengths, address weaknesses, capitalize on opportunities, and mitigate threats.
 - g. Implementation and Evaluation: Implement strategies and evaluate their effectiveness periodically.

RESULTS OF ANALYSIS AND DISCUSSION

ANALYSIS RESULTS

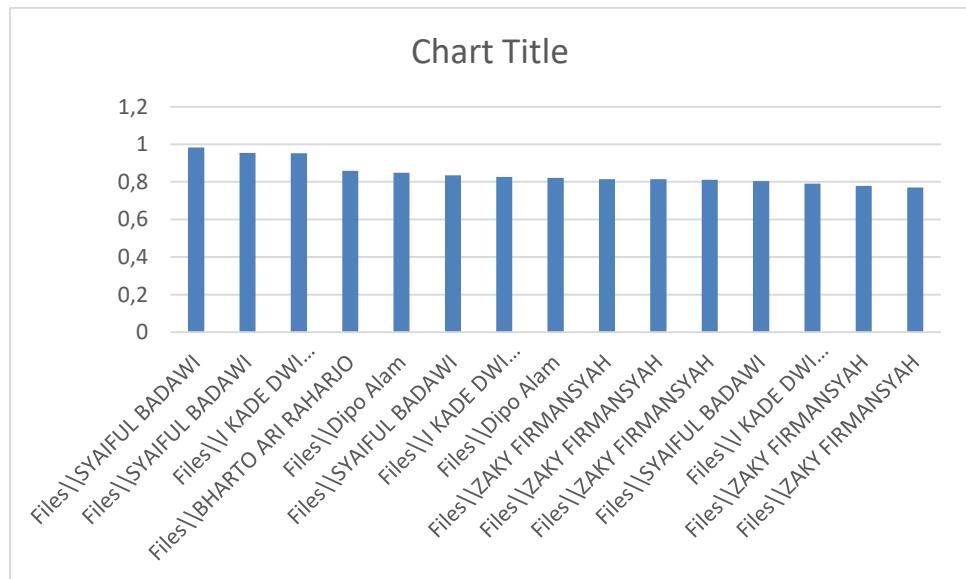


Figure 4.1: Pearson correlation diagram NVivo12.

Source : Processed Researcher, 2024

The results of the Pearson correlation test using NVIVO Based on figure 4.1, it can be seen that the correlation of the answer is based on *the value of the Pearson correlation*

coefficient, the largest of which is the correlation between Badawi and Suryawandika with a value of 0.98. This shows that the close relationship between dependent and independent variables is very strong. While the smallest correlation is the correlation between Sriyanto and Suryawandika with a value of 0.83, this shows the close relationship between the dependent and independent variables is strong (Nugroho, 2005). Overall, *the Pearson correlation coefficient* value shows a value between 0.83-0.98, this shows that the relationship between the dependent and independent variables is strong in this study is strong to very strong.

The visualization of the Project Map in NVivo in figure 4.2 plays an important role in mapping the relationship between the main themes of research and informant data sources in the context of research on the capabilities of Satpolairud personnel of the Barelang Police. Using NVivo, researchers can conduct an in-depth qualitative analysis, which serves to visualize the linkages between various concepts and data obtained from informants, although there are currently no strong references that address the specifics of NVivo's role in that context.

In his research, the results of the visualization showed that all informants highlighted the aspect of personnel quantity as the main concern. This refers to the general view of stakeholders regarding the insufficient number of personnel to secure large areas of waters. These findings are in line with the analysis conducted in the study by Bagaskara and Rohmadi, where they demonstrated the use of NVivo to analyze data in the context of media mapping (Bagaskara & Rohmadi, 2024).

The aspect of personnel skills also received attention from a number of informants. This suggests that in improving capabilities, researchers should consider not only the number but also the quality of personnel competencies. The development of these skills is essential for operational effectiveness. Research by Nurdin and Baharuddin also shows the importance of capacity and competence to achieve organizational goals in the context of development (Nurdin & Baharuddin, 2023). By focusing on quality aspects through continuous recruitment, training, and professional development, researchers can provide more targeted recommendations to strengthen the capacity of the Barelang Police Satpolairud.

In addition, the resulting visualization also serves to clarify the thematic structure so that in-depth interpretation can be carried out. NVivo has the ability to create graphical representations that make it easier for researchers to analyze the data and create better understanding. However, there are no references to support the statement regarding NVivo's graphics capabilities specifically from the references provided. Therefore, this section should be revised or strengthened with proper sources.

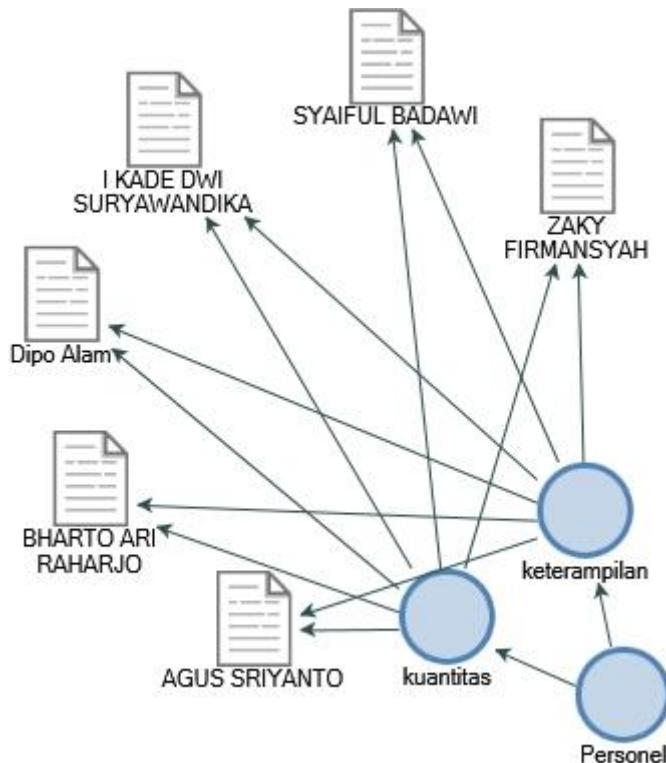


Figure 4.2: Personnel Project map

Source : Processed Researcher, 2024

Table 4. 1 Number of Case Handling 2024

Yes	Case	year	sum
1	Immigration	2024	3
2	Customs	2024	2
3	Accident	2024	10
	Total		15

Source : Data on the Handling of the Barelang Police Satpolairud Case 2024

Based on the data in Table 4.1, the number of case handling carried out by the Barelang Police Satpolairud in 2024 will be recorded at 15 cases. The details of the cases include three cases in the field of immigration, two cases in the field of customs, and ten cases related to accidents. Accident cases are the category with the highest number of handlings compared to other categories. This data shows the active role of Satpolairud in dealing with various problems in the territorial jurisdiction of waters during 2024.

The personnel aspect plays an important role in influencing the capabilities of the organization, because the quality and quantity of adequate personnel will determine the extent to which the organization is able to achieve goals and carry out tasks effectively (Robbins, 2015). Based on the results of the research, an overview of the condition of personnel in the Barelang Police Satpolairud was obtained related to the number, workload, and skills possessed in carrying out their duties as described in figure 4.3

Comparing the number of personnel with the workload, most respondents said that the current number of personnel is not fully adequate to meet the increasingly complex workload. This is in line with Sriyanto's statement which emphasized the need for additional personnel so that tasks can be carried out optimally. Badawi, Dipo, and Suryawandika also mentioned that the workload of Satpolairud includes securing and escorting ships, handling criminal acts in the waters, and creating conditions operations, which require the availability of sufficient personnel. Raharjo added that the vast area of waters in Barelang, with its diverse community activities and potential security disturbances, further increases the workload of personnel. Meanwhile, Firmansyah assessed that so far the number of personnel and workload is still relevant and does not interfere with the implementation of duties.

In terms of skills, the informants generally agreed that Satpolairud personnel have been equipped with adequate technical and non-technical training, such as training on police technical functions, crowd control, and strengthening SOPs. Badawi, Dipo, and Suryawandika said that this training is very important to improve the professional abilities of personnel in securing and escorting ships. Raharjo emphasized the importance of continuous evaluation to ensure the suitability of skills with the tasks undertaken, while Firmansyah assessed that skills can be seen from good field performance.

Overall, it can be concluded that the personnel of the Barelang Police Satpolairud have good enough skills to support the implementation of their duties. However, in terms of the quantity of personnel, additions are still needed so that the entire workload can be handled optimally, considering the complexity of the tasks and the breadth of the work area that must be supervised.



Figure 4.3: Word Cloud Personnel

Source : Processed Researcher, 2024

Analysis of internal and external factors is an important step in improving organizational capabilities because it helps to recognize strengths, weaknesses, opportunities, and threats that can affect the overall performance of the organization (Wheelen & Hunger, 2012). Based on the results of the research in accordance with figure 4.4, the following is an analysis of the factors that affect the capabilities of the Barelang Police Satpolairud in personnel aspects involving strengths, weaknesses, opportunities, and threats.



Based on the results of data analysis using NVIVO software on personnel aspects in the capabilities of the Barelang Police Satpolairud, a number of internal and external factors were found that significantly affected the performance and readiness of the organization. In terms of internal factors, the main strength lies in the quality of personnel who have been trained and experienced in maritime security tasks. This is reinforced by the statements of informants such as Syaiful Badawi and Cakhyo Dipo Alam, who emphasized that the technical and operational capabilities of the personnel have been tested in various situations in the field. In addition, the high discipline and work ethic shown by the members, as highlighted by Zaky Firmansyah, are important capital in carrying out security functions in large and complex water areas.

However, significant internal weaknesses were also identified, particularly related to the lack of advanced technical training and maritime certification that could strengthen the specialization capabilities of personnel. Zaky Firmansyah and several other informants underlined that limitations in the development of operational skills through formal training hinder the improvement of the quality of work. In addition, the number of personnel who are not ideal to supervise large areas of water and the lack of optimal coordination between agencies such as with the Indonesian Navy, Customs, and Basarnas are also obstacles in the effective implementation of duties.

In terms of external factors, the opportunities available are quite promising, including training programs from the National Police Headquarters and international cooperation with partner countries such as Australia and Japan. This collaboration is believed to be a means to increase the technical and operational capacity of Satpolairud personnel, along with the development of challenges at sea. In addition, the recruitment of new personnel with a marine education background is a strategic option to fill the human resource gap while increasing specialization in the field of marine security.

Meanwhile, external challenges include the increasing complexity of maritime security threats, such as piracy, smuggling, and illegal fishing, which require personnel readiness at a higher level. In addition, the deteriorating environmental conditions of the waters and the limitation of natural resources are also additional obstacles in maintaining operational effectiveness in the field. Overall, the results of this analysis show that although the Barelang Police Satpolairud has internal strengths in the personnel aspect, the increasingly complex external challenges and weaknesses in human resource development need to be overcome immediately through training improvement strategies, selective recruitment, and cross-institutional and international cooperation.



Figure 4.4: Word Cloud Influencing Factors

Source : Processed Researcher, 2024

Table 4.2 SWOT Table of Satpolairud Barelang Police

Aspects	Factor
Strengths	<ul style="list-style-type: none"> - Disciplinary Personnel - High work ethic personnel
Weaknesses	<ul style="list-style-type: none"> - Limited number of personnel and budget - Lack of advanced technical training and certification
Opportunities	<ul style="list-style-type: none"> - Recruitment of new human resources with a marine background to strengthen personnel competencies. - Training programs from the National Police Headquarters or cooperation with partner countries (e.g., Australia, Japan).
Threats	<ul style="list-style-type: none"> - Increasing threats to maritime security that require higher personnel readiness. - Budget constraints that can affect further personnel development and training

Strategy involves the use of resources to achieve predetermined goals (Goodpaster, 1969). The strategy to increase the capabilities of the Barelang Police Satpolairud in the personnel aspect is focused on strengthening human resources through training, skills-based recruitment, and leadership development. Informants such as Syaiful Badawi, Cakhyo Dipo Alam, and I Kadek Dwi Suryawandika emphasized that structured and continuous training is essential to improve the technical and tactical capabilities of personnel. The training in question covers important areas such as marine navigation, diving, maritime law enforcement, and search and rescue (SAR) operations, so that personnel can carry out tasks with high professionalism in complex environments.

Zaky Firmansyah highlighted the importance of recruiting personnel with a marine background to ensure initial readiness in carrying out maritime tasks. This is seen as a strategic



step to bridge the limitations of basic training and improve capabilities from the beginning of deployment.

In addition, leadership development is also emphasized as an integral part of the capability enhancement strategy. According to Syaiful Badawi and I Kadek Dwi Suryawandika, the existence of visionary and adaptive leadership figures will have a significant influence on team performance, increase morale, and strengthen organizational resilience in facing the dynamics of tasks in the field.

Based on the results of interviews with informants related to strategies in accordance with Table 4.2 and figure 4.5, the following are the formulations of strategies that can be applied to harness strengths, overcome weaknesses, take advantage of opportunities, and reduce threats:

a. S-O (Strengths-Opportunities) Strategy:

- 1) Increase international cooperation with partner countries such as Australia and Japan to conduct advanced training and technology transfer to improve the technical competence of personnel.
- 2) Increase the recruitment of personnel with a marine background to ensure early readiness to face increasingly complex maritime challenges.

b. W-O (Weaknesses-Opportunities) Strategy:

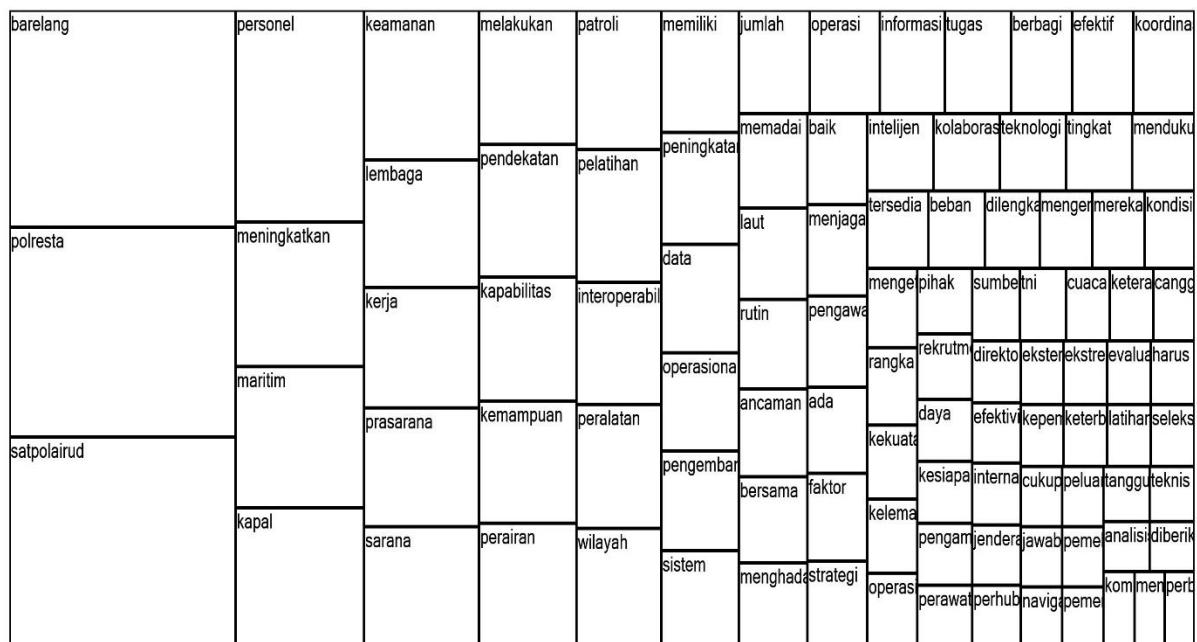
- 1) Overcoming the limitations of advanced technical training by exploring training opportunities from the National Police Headquarters or international institutions. This training program will strengthen the skills of personnel in areas of specialization such as marine navigation and SAR.
- 2) Increasing the number of personnel by recruiting new personnel who have competence in the marine sector to overcome the shortage of personnel and strengthen the capacity of supervision in the waters.

c. S-T (Strengths-Threats) Strategy:

- 1) Strengthen interagency coordination such as with the Indonesian Navy, Customs, and Basarnas to improve responses to maritime threats such as piracy and smuggling.
- 2) Improving the training and readiness of personnel to deal with larger and increasingly complex threats, ensuring they are prepared to act quickly and effectively.

d. W-T (Weaknesses-Threats) Strategy:

- 1) Minimize the impact of limited budget threats by enhancing cooperation with international institutions and leveraging funding support from central governments or international partners to improve training and operational facilities.
- 2) Overcoming the shortage of personnel by accelerating the recruitment and selection process of personnel with specific skills, as well as developing existing personnel through intensive training.

**Figure 4.5: Strategy Treemap**

Source : Processed Researcher, 2024

DISCUSSION

Based on the results of the data analysis carried out, the role of personnel in the capabilities of the Barelang Police Satpolairud is closely related to the personnel theory put forward by Sutanto and Dyer & Kroeber-Riel, which states that trained and competent personnel are a key element in achieving organizational goals. In this case, Barelang Police Satpolairud personnel have been equipped with adequate skills, both technical and non-technical, such as crowd control, ship surveillance, and maritime law enforcement. However, the limited number of personnel is the main obstacle that can hinder the effectiveness of organizational operations, especially in the face of increasingly complex workloads, such as securing and escorting ships and handling maritime crimes. This is in line with personnel theory which emphasizes the importance of a balance between the number and skills of personnel to support organizational effectiveness. As Raharjo said, to maximize performance, it is necessary to evaluate and add personnel who are able to cope with the ever-growing workload.

In line with this, his research also contradicts personnel theory in terms of the organization's ability to achieve it in a short period of time without additional personnel and increased training. Personnel theory suggests that organizations must maintain a balance between the number of personnel and workload to increase effectiveness and efficiency, which in this case is not achieved by Satpolairud due to personnel shortages and the ever-growing need for skills.

If it is associated with previous research, for example the research by Contarinis et al. (2020) on maritime spatial data infrastructure, although it focuses more on interoperability and technology, the concept of more effective maritime management also depends on the availability of personnel who are trained and able to adapt to technological changes. This research highlights the importance of technology, but still recognizes that competent human



resources are an integral part of the success of the system. In this case, the findings of this study are in line with the research, because although technology has an important role, the quality of human resources remains a determining factor in operational success.

Similarly, research by Pohontu and Ermolai (2024) that raised the use of Artificial Intelligence (AI) in Maritime Domain Awareness (MDA) led to technical improvements in maritime security management. Nonetheless, advanced technologies such as AI still require the support of personnel who are trained and have sufficient technical capabilities to operate properly. This study also reminds that the success of the system is highly dependent on the quality of human resources in the field. This is in line with the findings of this study which emphasizes the importance of increasing the capacity of personnel in supporting technological advances and more sophisticated systems.

Overall, although previous studies have focused more on technical and macro policy aspects, this study highlights that improving the operational capabilities of Satpolairud does not only depend on technology or major policies, but also on the quality and quantity of trained personnel. Therefore, the addition of competent personnel and continuous training are the main factors in increasing the effectiveness of the Barelang Police Satpolairud in maintaining maritime security. These findings are in line with personnel theory that emphasizes the importance of effective human resource management to achieve organizational goals, and supports previous research that shows that HR improvement must go hand in hand with technological developments and operational policies.

Based on the results of the research related to the capabilities of the Barelang Police Satpolairud personnel, the analysis of internal and external factors using the SWOT analysis approach provides a comprehensive picture of the existing situation. The strengths found in this study, namely the quality of trained and experienced personnel, are in accordance with the SWOT definition which states that strength is an internal factor that becomes an advantage for the organization in achieving its goals (Wheelen & Hunger, 2012). The technical and operational training obtained by Satpolairud personnel strengthens the personnel theory put forward by Sutanto, which emphasizes that the quality of human resources, such as skills and experience, is the key to operational success in the organization (Sutanto, 2014). The existence of highly trained and disciplined personnel also reflects the principle in the theory, which states that the success of an organization depends heavily on competent human resource management.

However, based on the analysis of internal factors, significant weaknesses were found, namely the limited number of personnel and the lack of advanced technical training. This limited number of personnel corresponds to the definition of weakness in the SWOT analysis which indicates internal factors that can hinder organizational performance (Wheelen & Hunger, 2012). In personnel theory, shortages in the number of personnel and advanced training can also reduce an organization's capacity to respond to challenges in the field. Previous research by Dyer & Kroeber-Riel (2016) confirms that competency development through formal training is very important to increase operational effectiveness, which in this case has not been fully optimized in the Barelang Police Satpolairud.

In terms of opportunities, the results of the study show that there is an opportunity to improve the capabilities of personnel through training programs from the National Police Headquarters and international cooperation with partner countries such as Australia and Japan. This opportunity is in line with the definition of opportunity in the SWOT analysis, which shows that external factors can be leveraged to support the achievement of organizational goals (Wheelen & Hunger, 2012). Previous research, such as that conducted by Pohontu and Ermolai

(2024), shows that international cooperation and cross-border training programs can increase the capacity and capabilities of personnel in the face of more complex threats. Therefore, these opportunities are in line with human resource development theory that emphasizes the importance of international collaboration and training to strengthen the capabilities of personnel in carrying out their duties.

As for Threats, this study identifies external threats such as increasing complexity of maritime security threats, such as piracy and smuggling, as well as deteriorating aquatic environmental conditions. This is in line with the concept of threats in SWOT analysis, which states that these external factors can affect the continuity and performance of the organization (Wheelen & Hunger, 2012). Previous research has also shown that external threats in the form of maritime crises or ecosystem changes can worsen the operational readiness of organizations related to marine security (Lee, 2024). Therefore, this threat requires serious attention to improve the capabilities of personnel to be better prepared to face increasingly complex situations.

Overall, the results of the analysis of internal and external factors in the personnel aspects of the Barelang Police Satpolairud show compatibility with the definition of the SWOT analysis and previous theories. Internal strengths and weaknesses reflect the importance of effective human resource management, while external opportunities and threats provide a deep context for formulating strategies for increasing operational capacity through international training and cooperation, as reflected in previous literature.

The S-O (Strengths-Opportunities) strategy focuses on utilizing internal strengths to take advantage of existing external opportunities. The advantage is that this strategy can strengthen the technical capabilities of personnel by leveraging international cooperation and advanced training, as well as expanding networks with partner countries. This is also in accordance with the principle of Goodpaster theory (1969), which suggests the use of one's power to take advantage of opportunities outside the organization to achieve goals. However, the weakness of the S-O strategy is the dependence on outside parties for training and technology, which can affect the flexibility and independence of Satpolairud in the short term. Relying too much on external assistance can also make policy implementation slower and less responsive to changes in the operational environment.

The S-T (Strengths-Threats) strategy aims to utilize internal forces to overcome external threats faced by Satpolairud. In this context, this strategy strengthens interagency coordination and increases the readiness of personnel to deal with threats such as piracy, smuggling, and other threats. Its advantage lies in its ability to respond immediately to threats by using existing strengths, such as trained personnel and experience in dealing with situations on the ground. This strategy is in line with Goodpaster's principles of resource management to deal with external challenges. However, the weakness of this strategy is its reliance on effective coordination between various external parties, which can be a major challenge given the differences in priorities and procedures in each agency involved. If coordination is not well established, the response to threats can become less efficient.

The W-T (Weaknesses-Threats) strategy focuses on efforts to address internal weaknesses to reduce the impact of existing external threats. In this case, the strategy emphasizes on recruiting more personnel with specific skills as well as accelerating training for existing personnel to deal with them. The advantage is that this strategy aims to strengthen Satpolairud's internal resources, so that it can be better prepared to face increasingly complex threats. By minimizing the impact of internal weaknesses, Satpolairud can be more flexible in



dealing with threats. However, the downside is its reliance on external support such as training and facilities, which cannot always guarantee its continuity. In addition, the biggest challenge is that it requires a larger budget and a long enough time to carry out the intensive recruitment and training needed to strengthen human resources.

Of all the proposed strategies, the W-O (Weaknesses-Opportunities) strategy is still considered the most appropriate. This is because this strategy focuses on solving the most basic internal problems (lack of personnel and training limitations) by taking advantage of external opportunities such as training provided by the National Police Headquarters or international institutions. By addressing existing weaknesses directly through the recruitment of new skilled personnel and advanced training, this strategy provides a more sustainable and immediate solution. This strategy can also reduce dependence on external parties in the long term, because human resource development (HR) is carried out more independently and sustainably. Therefore, while other strategies such as S-O, S-T, and W-T have potential benefits, W-O strategies are more likely to create significant change with less risk of external dependencies and more quickly deliver desired results in the long run.

In addition, this strategy is also in line with Goodpaster's theory (1969), which emphasizes the use of opportunities to overcome internal weaknesses. By optimizing existing external opportunities, such as international cooperation for training, as well as recruiting personnel with specific expertise, the Barelang Police Satpolairud can strengthen its capabilities in facing increasingly complex maritime security challenges.

CONCLUSION

Based on the results of research, data analysis, and discussion of the capabilities of the Barelang Police Satpolairud, especially in the personnel aspect, it can be concluded that the following things can be concluded:

1. Condition of Barelang Police Satpolairud Personnel

Barelang Police Satpolairud personnel have good quality, with adequate skills and high discipline. However, the number of existing personnel is not enough to cope with the increasingly complex workload and the vast area that must be supervised. In addition, there is still a shortage in advanced training to delve into specific specialties.

2. Factors Affecting Personnel Capabilities and SWOT Analysis.

Internal factors that support personnel capabilities include good quality, discipline, and experience, but weaknesses lie in the low number of personnel and the limitations of advanced training. On the external side, opportunities for international cooperation and external training can enhance competence, while external threats such as increasingly complex maritime threats require higher readiness. The SWOT analysis shows that the Barelang Police Satpolairud needs to take advantage of external opportunities to overcome internal weaknesses and face existing external threats.

3. Selected Strategies in Strengthening Personnel Capabilities.

The W-O (Weaknesses-Opportunities) strategy was chosen as the most appropriate. This strategy focuses on addressing internal weaknesses, such as shortages of personnel and advanced training, by taking advantage of external opportunities, such as training programs from the National Police Headquarters and international cooperation. This strategy continuously improves the quality and quantity of personnel and accelerates the development of skills needed to face maritime challenges. This is in line with the principles of Andrew J. Goodpaster's (1969) strategy theory, which emphasizes the importance of

harnessing internal strengths and external opportunities to achieve organizational goals effectively.

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