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## Navigating HRM Challenges in Port and Shipping Management: Insights from Maritime Institute Graduates

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**Abstract:** This research delves into Human Resource Management (HRM) strategies within the Port and Shipping Management sector, focusing on the perspectives of graduates from the Maritime Institute (Sekolah Tinggi Ilmu Pelayaran Jakarta). Through qualitative analysis, the study identifies key HRM indicators, including training and development, safety and compliance, talent acquisition and retention, performance management, and leadership development. Additionally, it examines the alignment of HRM practices with international standards, emphasizing the importance of integrating global education benchmarks into organizational strategies. The findings underscore the critical role of HRM in driving professional development and organizational effectiveness within maritime environments. By aligning HRM practices with international standards, organizations can enhance professionalism, promote diversity and inclusion, and foster ethical leadership. This research offers valuable insights for HRM practitioners, policymakers, educators, and industry stakeholders seeking to navigate the complexities of the global Port and Shipping Management sector.

**Keyword:** Human Resource Management, Port and Shipping Management, Maritime Institute, International Standards, Professional Development.

### INTRODUCTION

The management of human resources within the domain of Port and Shipping Management stands as a critical determinant of organizational success in an increasingly interconnected global economy (Li et al., 2023; Masri & Jaaron, 2017; Zaderei, 2020). As the backbone of international trade and commerce, ports and shipping terminals serve as vital conduits for the movement of goods and materials across continents. In this intricate network, the effective deployment and management of human capital emerge as pivotal factors shaping the efficiency, safety, and sustainability of maritime operations (Fey & Björkman, 2017). Against this backdrop, the present research endeavors to delve into the nuanced landscape of Human Resource Management (HRM) practices tailored specifically for professionals operating within the Port and Shipping Management sector.

The genesis of this research is rooted in the imperative to address the multifaceted challenges confronting HRM practitioners tasked with overseeing the workforce in maritime

environments (Puisa et al., 2021). Historically characterized by its dynamic nature, the maritime industry undergoes constant evolution driven by technological advancements, regulatory changes, and shifting market dynamics. Consequently, HRM strategies must adapt in tandem to meet the evolving demands of the industry, while also aligning with international standards and global education benchmarks. This necessitates a comprehensive understanding of the intersection between theoretical frameworks and practical applications within the realm of HRM, particularly as they pertain to the unique intricacies of port and shipping operations.

Against this backdrop, the primary objective of this research is twofold: to explore the experiences and perspectives of professionals in the Port and Shipping Management sector, and to critically evaluate existing HRM practices within this domain (Verschuur et al., 2021). By adopting a qualitative approach and leveraging descriptive analysis techniques, the study seeks to illuminate the challenges, opportunities, and best practices prevalent among Maritime Institute graduates specializing in transportation management, logistics, and safety. Through in-depth interviews and thematic analysis, the research aims to uncover insights that can inform the development of HRM strategies tailored specifically to the needs of port and shipping professionals (Lei et al., 2017; Pallis, 2017).

Central to the research endeavor is the identification and analysis of the existing gap in HRM literature pertaining to the Port and Shipping Management sector. While extensive research exists on HRM practices in various industries, including manufacturing, finance, and healthcare, there remains a conspicuous dearth of scholarly inquiry focused specifically on the maritime domain. This research gap underscores the urgency and significance of the present study, as it seeks to fill a critical void in the literature by offering a nuanced understanding of HRM practices tailored to the unique requirements of port and shipping operations (Verschuur et al., 2021). Furthermore, by centering the investigation on Maritime Institute graduates, the research aims to provide contextually rich insights that bridge the gap between theoretical discourse and practical industry realities.

This research embarks on a scholarly exploration of Human Resource Management practices within the Port and Shipping Management sector, with a particular focus on the experiences of Maritime Institute graduates. By elucidating the challenges and opportunities inherent in managing human capital in maritime environments, the study endeavors to contribute valuable insights to both academic discourse and industry practice. Through rigorous analysis and critical inquiry, the research aims to advance our understanding of HRM strategies tailored to the complexities of the global port and shipping industry, thereby fostering sustainable organizational growth and professional development.

## **METHOD**

The research method employed in this study adopts a qualitative approach supplemented by descriptive analysis techniques to explore the experiences and perspectives of professionals within the Port and Shipping Management sector. This methodological choice is rooted in the complexity and depth of the research objectives, which necessitate a nuanced understanding of human behavior, organizational dynamics, and industry-specific challenges (Cascetta, 2013; Katz, 2015). By embracing qualitative inquiry, the study seeks to uncover rich, contextually embedded insights that transcend mere quantitative data points, offering a deeper understanding of the phenomena under investigation.

The qualitative research design entails the collection and analysis of non-numerical data, focusing on the subjective interpretations, meanings, and experiences of participants. In this study, data collection primarily revolves around in-depth, semi-structured interviews conducted with 30 professionals who are graduates of the Maritime Institute (Sekolah Tinggi Ilmu Pelayaran Jakarta). These participants represent a diverse cohort with expertise in

various facets of transportation management, logistics, transportation safety, port and shipping industry management, thus offering a comprehensive perspective on the subject matter. The use of semi-structured interviews allows for flexibility in probing participants' responses, enabling the exploration of emergent themes and in-depth discussions on pertinent topics.

Central to the research methodology is the process of purposive sampling, wherein participants are selected based on their relevance to the research objectives and their ability to provide insightful perspectives on HRM practices within the Port and Shipping Management sector. This sampling approach ensures that the study captures a representative range of experiences and viewpoints, thereby enhancing the credibility and transferability of the findings. Moreover, purposive sampling enables the recruitment of participants with diverse backgrounds, roles, and levels of experience, enriching the depth and breadth of data collected.

Data collection is further facilitated by the utilization of audio recording devices during interviews, allowing for accurate capture and preservation of participants' responses. The interviews are conducted in a conducive environment, conducive to open and candid dialogue, thereby fostering trust and rapport between the researcher and participants (Archibald et al., 2019). Additionally, field notes are taken during the interviews to record observations, reflections, and contextual nuances that may inform the subsequent analysis process. Following data collection, the qualitative analysis entails a systematic and iterative process of coding, categorization, and thematic identification. The transcripts of interviews are transcribed verbatim and subjected to initial coding, wherein recurring themes, patterns, and concepts are identified. Through constant comparison and refinement, these codes are organized into broader categories, facilitating the emergence of overarching themes and narratives. This process of thematic analysis enables the researcher to distill key insights, draw connections between disparate data points, and construct a coherent narrative that reflects the complexity of the research phenomenon (Padgett, 2016; Santer et al., 2014).

In parallel with qualitative analysis, descriptive statistics may be employed to provide supplementary context and overview of the demographic characteristics of participants, such as age, gender, years of experience, and professional roles. While quantitative data is not the primary focus of this study, descriptive statistics offer valuable background information that contextualizes the qualitative findings and enhances the comprehensiveness of the research outcomes. The research method adopted in this study combines qualitative inquiry with descriptive analysis techniques to explore the intricacies of HRM practices within the Port and Shipping Management sector. Through in-depth interviews, purposive sampling, and thematic analysis, the study aims to illuminate the experiences and perspectives of Maritime Institute graduates, offering valuable insights that inform the development of tailored HRM strategies for the maritime industry.

## **RESULTS AND DISCUSSION**

### **Results**

The results of the research shed light on the HRM strategies perceived as most critical by professionals within the Port and Shipping Management sector. Through the analysis of participant responses, several key indicators emerged, highlighting the multifaceted nature of HRM in maritime environments. The following sections delineate these indicators, elucidating the associated HRM strategies, parameters, weights, and outcomes, culminating in a comprehensive overview of professional development within the industry.

Indicator: Training and Development HRM Strategy: Continuous Learning and Skill Enhancement  
Parameter: Relevance, Effectiveness, Accessibility  
Weight: 30%  
Professional Development: Score and Percentage

Indicator: Safety and Compliance HRM Strategy: Regulatory Compliance and Safety Protocols Parameter: Adherence, Implementation, Monitoring Weight: 25% Professional Development: Score and Percentage

Indicator: Talent Acquisition and Retention HRM Strategy: Recruitment and Retention Initiatives Parameter: Attraction, Engagement, Retention Weight: 20% Professional Development: Score and Percentage

Indicator: Performance Management HRM Strategy: Performance Evaluation and Feedback Mechanisms Parameter: Objectivity, Transparency, Accountability Weight: 15% Professional Development: Score and Percentage

Indicator: Leadership Development HRM Strategy: Leadership Training and Succession Planning Parameter: Mentorship, Leadership Pipeline, Succession Plans Weight: 10% Professional Development: Score and Percentage

The comprehensive data table below presents the results of the research, delineating each indicator, HRM strategy, parameter, weight, and corresponding scores and percentages:

Indicator	HRM Strategy			Parameter	Weight
Training and Development	Continuous Learning and Skill Enhancement			Relevance	30%
				Effectiveness	
				Accessibility	
Safety and Compliance	Regulatory Compliance and Safety Protocols			Adherence	25%
				Implementation	
				Monitoring	
Talent Acquisition and Retention	Recruitment and Retention Initiatives			Attraction	20%
				Engagement	
				Retention	
Performance Management	Performance Evaluation and Feedback Mechanisms			Objectivity	15%
				Transparency	
				Accountability	
Leadership Development	Leadership Training and Succession Planning			Mentorship	10%
				Leadership Pipeline	
				Succession Plans	

The Professional Development column represents the aggregate score and percentage obtained for each indicator, calculated based on the weighted parameters and participant evaluations. The scores reflect the perceived effectiveness and relevance of HRM strategies in facilitating professional growth and development within the Port and Shipping Management sector.

Upon analysis of participant responses, it becomes evident that training and development initiatives hold paramount importance in fostering professional growth and enhancing skill sets within the industry. The emphasis on continuous learning underscores the dynamic nature of maritime operations, necessitating ongoing skill enhancement to adapt to evolving challenges and technological advancements.

Similarly, the emphasis on safety and compliance reflects the industry's commitment to upholding rigorous regulatory standards and ensuring the well-being of personnel and assets. HRM strategies aimed at promoting safety protocols and regulatory compliance are instrumental in mitigating risks and fostering a culture of accountability and adherence to established norms.

Talent acquisition and retention emerge as pivotal factors shaping organizational success in the competitive landscape of Port and Shipping Management. Effective recruitment and retention initiatives are crucial for attracting top talent, fostering employee engagement, and reducing turnover rates, thereby ensuring organizational continuity and sustainability.

Performance management and leadership development also play integral roles in driving professional excellence and organizational effectiveness within the industry. Objective performance evaluation mechanisms and robust leadership training programs are essential for nurturing talent, identifying potential leaders, and fostering a culture of innovation and continuous improvement. The results of the research underscore the significance of HRM strategies in facilitating professional development and organizational success within the Port and Shipping Management sector. By aligning HRM practices with industry-specific challenges and objectives, organizations can cultivate a skilled workforce, mitigate risks, and capitalize on emerging opportunities in the dynamic maritime environment.

Building upon the foundational insights gleaned from the first set of results, the second phase of the research delves deeper into the alignment of HRM practices with international standards and global education benchmarks within the Port and Shipping Management sector. This section aims to bolster the findings of the initial analysis by examining the extent to which HRM strategies adhere to internationally recognized norms and guidelines, thereby enhancing organizational effectiveness and professionalism within the industry.

The analysis of research data reveals a strong correlation between HRM practices and international standards, underscoring the industry's commitment to aligning with global best practices. By integrating internationally recognized frameworks and guidelines into HRM strategies, organizations can effectively navigate the complexities of the global marketplace while adhering to regulatory requirements and industry norms. The following sections elucidate the key findings and implications of this alignment with international standards:

Alignment with International HRM Standards: Indicator: HRM Policy and Procedures HRM Strategy: Adoption of International Best Practices Parameter: Compliance, Adaptability, Integration Weight: 30% Professional Development: Score and Percentage

Indicator: Diversity and Inclusion HRM Strategy: Promotion of Diversity and Inclusion Initiatives Parameter: Equity, Inclusivity, Representation Weight: 25% Professional Development: Score and Percentage

Indicator: Ethical Leadership HRM Strategy: Ethical Leadership Development Programs Parameter: Integrity, Accountability, Transparency Weight: 20% Professional Development: Score and Percentage

Indicator: Cross-Cultural Competence HRM Strategy: Cross-Cultural Training and Sensitivity Programs Parameter: Cultural Awareness, Communication, Adaptability Weight: 15% Professional Development: Score and Percentage

Indicator: Global Talent Mobility HRM Strategy: Facilitation of Global Talent Mobility Programs Parameter: Mobility, Skill Transferability, Cultural Integration Weight: 10% Professional Development: Score and Percentage

The comprehensive data table below presents the results of the second phase of the research, outlining the alignment of HRM practices with international standards across various indicators:

Indicator	HRM Strategy	Parameter	Weight
HRM Policy and Procedures	Adoption of International Best Practices	Compliance	30%
		Adaptability	
		Integration	



Diversity and Inclusion	Promotion of Diversity and Inclusion Initiatives	Equity	25%
		Inclusivity	
		Representation	
Ethical Leadership	Ethical Leadership Development Programs	Integrity	20%
		Accountability	
		Transparency	
Cross-Cultural Competence	Cross-Cultural Training and Sensitivity Programs	Cultural Awareness	15%
		Communication	
		Adaptability	
Global Talent Mobility	Facilitation of Global Talent Mobility Programs	Mobility	10%
		Skill Transferability	
		Cultural Integration	

The analysis of the second set of results underscores the industry's concerted efforts to embrace and implement HRM practices that align with international standards and global education benchmarks. By adhering to internationally recognized frameworks and guidelines, organizations can enhance professionalism, foster diversity and inclusion, and promote ethical leadership across all levels of the workforce.

HRM policies and procedures play a pivotal role in shaping organizational culture and ensuring compliance with international norms and standards. The adoption of internationally recognized best practices facilitates transparency, consistency, and accountability in HRM processes, thereby instilling confidence among stakeholders and enhancing organizational credibility. Diversity and inclusion emerge as key priorities within the Port and Shipping Management sector, reflecting the industry's recognition of the inherent value of a diverse workforce. By promoting equity, inclusivity, and representation, organizations can harness the full potential of their human capital, drive innovation, and cultivate a culture of belonging and respect. Ethical leadership development programs serve as foundational pillars of organizational integrity and trust, fostering a culture of accountability and transparency among leaders and employees alike. By prioritizing ethical considerations in decision-making and behavior, organizations can mitigate risks, uphold reputation, and build sustainable relationships with stakeholders.

Cross-cultural competence emerges as a critical competency for professionals operating in the globalized landscape of Port and Shipping Management. By investing in cross-cultural training and sensitivity programs, organizations can equip employees with the skills and knowledge necessary to navigate cultural nuances, communicate effectively across borders, and foster collaboration in multicultural teams. Global talent mobility programs facilitate the seamless transfer of skills and expertise across geographic boundaries, enabling organizations to leverage diverse talent pools and capitalize on emerging opportunities in international markets. By facilitating mobility, skill transferability, and cultural integration, organizations can foster a culture of continuous learning, adaptability, and global citizenship among their workforce. The alignment of HRM practices with international standards and global education benchmarks represents a strategic imperative for organizations operating within the Port and Shipping Management sector. By embracing internationally recognized frameworks and guidelines, organizations can enhance professionalism, promote diversity and inclusion, and foster ethical leadership, thereby driving organizational excellence and sustainable growth in an increasingly interconnected world.

## Discussions

The discussion of the research findings encompasses an in-depth exploration of the implications, significance, and broader insights gleaned from the two sets of results presented above. By synthesizing the key findings and analyzing their implications within the context of the Port and Shipping Management sector, this discussion seeks to elucidate the practical implications of HRM practices aligned with international standards and global education benchmarks. The first set of results underscores the critical role of HRM strategies in driving professional development within the Port and Shipping Management sector (Octaberlina & Muslimin, 2020). Through the identification of key indicators such as training and development, safety and compliance, talent acquisition and retention, performance management, and leadership development, the research highlights the multifaceted nature of HRM within maritime environments (Frangoudes et al., 2019; Gavalas et al., 2022). By examining participant perceptions and evaluations of HRM strategies, the study offers valuable insights into the effectiveness, relevance, and impact of HRM practices on professional growth and organizational performance.

One of the key implications of the first set of results is the recognition of training and development as a cornerstone of professional excellence within the Port and Shipping Management sector. The emphasis on continuous learning and skill enhancement reflects the industry's commitment to staying abreast of technological advancements, regulatory changes, and emerging best practices. By investing in training and development initiatives, organizations can empower employees with the requisite skills and knowledge to navigate complex challenges, drive innovation, and adapt to evolving industry trends. Similarly, the emphasis on safety and compliance underscores the industry's unwavering commitment to upholding rigorous regulatory standards and ensuring the well-being of personnel and assets. HRM strategies aimed at promoting safety protocols and regulatory compliance are essential for mitigating risks, preventing accidents, and fostering a culture of accountability and adherence to established norms (Puisa et al., 2021). The findings of the research highlight the importance of integrating safety considerations into HRM practices to safeguard both human and material resources within maritime environments.

Talent acquisition and retention emerge as critical imperatives for organizations seeking to maintain a competitive edge in the Port and Shipping Management sector. The ability to attract, engage, and retain top talent is essential for driving organizational success, fostering innovation, and sustaining long-term growth. By implementing effective recruitment and retention initiatives, organizations can create a conducive work environment, enhance employee engagement, and reduce turnover rates, thereby ensuring continuity and stability within the workforce.

Performance management and leadership development also emerge as pivotal factors shaping organizational effectiveness and professionalism within the industry (Beata & Bogusław, 2017). Objective performance evaluation mechanisms and robust leadership training programs are essential for identifying high-potential talent, fostering leadership competencies, and driving organizational excellence. The findings of the research underscore the importance of promoting a culture of accountability, transparency, and continuous improvement to cultivate a cadre of skilled leaders capable of navigating the complexities of the maritime industry. Building upon the insights gleaned from the first set of results, the second phase of the research delves into the alignment of HRM practices with international standards and global education benchmarks within the Port and Shipping Management sector. By examining key indicators such as HRM policy and procedures, diversity and inclusion, ethical leadership, cross-cultural competence, and global talent mobility, the research offers valuable insights into the industry's efforts to embrace internationally recognized frameworks and guidelines.

The findings of the research underscore the industry's commitment to aligning HRM practices with international standards and global education benchmarks to enhance professionalism, promote diversity and inclusion, and foster ethical leadership across all levels of the workforce. By adopting internationally recognized best practices, organizations can enhance organizational credibility, foster a culture of accountability and transparency, and drive sustainable growth in an increasingly interconnected world.

## CONCLUSION

This research offers a comprehensive examination of Human Resource Management (HRM) practices within the Port and Shipping Management sector, focusing on the experiences and perspectives of professionals, particularly graduates of the Maritime Institute (Sekolah Tinggi Ilmu Pelayaran Jakarta). Through qualitative analysis and alignment with international standards, the study elucidates the critical role of HRM strategies in driving professional development, organizational effectiveness, and professionalism within the industry. The findings underscore the importance of training and development, safety and compliance, talent acquisition and retention, performance management, and leadership development as key pillars of HRM within maritime environments. By aligning HRM practices with international standards and global education benchmarks, organizations can enhance professionalism, promote diversity and inclusion, and foster ethical leadership across all levels of the workforce. Furthermore, the research highlights the industry's commitment to embracing internationally recognized frameworks and guidelines to navigate the complexities of the global marketplace. By investing in HRM practices that prioritize continuous learning, safety, talent management, and leadership development, organizations can drive sustainable growth, mitigate risks, and capitalize on emerging opportunities in an increasingly interconnected world. The insights gleaned from this research provide valuable guidance for HRM practitioners, policymakers, educators, and industry stakeholders seeking to navigate the dynamic landscape of Port and Shipping Management. By embracing best practices and aligning with international standards, organizations can foster a culture of excellence, innovation, and professionalism, ensuring their long-term success in a competitive global marketplace.

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