

Implementation of Strategic Management in the Framework of Improving the Performance of Maritime Public Service Agencies Case Study of Blu PIP Makassar

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Abstract. *Maritime education industry in Indonesia has a significant role to contribute to the development of the nation, as Indonesia has expansive archipelagic territory and increased maritime duties on an international scale. This paper seeks to measure how strategic management can help in improving institutional performance at the BLU PIP Makassar in the use of aggressive approach within the institution using a hybrid of the SWOT analysis, Quantitative Strategic Planning Matrix (QSPM) and the Balanced Scorecard (BSC). Quantitative research design was utilised to develop data on 50 purposively sampled respondents in the planning and the HR units. The analysis of the instrument validity and reliability was verified by Pearson correlation and Cronbach Alpha testing. Linear regression analysis was used to study the relationship amid strategic management implementation and institutional performance. The results prove the positive correlation ($R = 0.825$) and the significant regression coefficient ($\beta = 0.712, p < 0.001$) which means that the impact of strategic management on the performance outcomes proves its importance. Learning and growth and customer satisfaction were noted to improve significantly by +23 and +14 percent respectively. This work does not only provide empirical support regarding the success of integrated strategic instruments in the environment of the public service but also contributes to filling one of the gaps in the localized research on the maritime education management in Indonesia.*

Keywords: *Strategic Management, Balanced Scorecard, QSPM*

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INTRODUCTION

The Indonesian archipelagic geography with more than 17,000 islands places maritime infrastructure as the pinnacle of the national development, regional integration and global competitiveness (Prasutiyon & Tambun, 2025). The maritime sector does not only provide an opportunity to connect between islands and generate economic activity but also serves to play a highly important role in national security, trade logistics and offer disaster response capabilities (Ayhan, 2023). At that, the role of the maritime training facilities intended to the population, like BLU PIP Makassar, is central. Manuel (2017) and Sarjito (2024) said that, these educational institutions have the mandate to create effective human resource that can survive the challenges fast becoming complex with the demands of global maritime standards advanced through national development objectives.

Nevertheless, most maritime public service institutions in Indonesia experience continued issues on performance optimization even though they play a strategic role in their industry (Ashari, 2025). Such issues are rooted in the obsolete training process, rigidity of bureaucracy, insufficient integration with strategy and lack of digitalization (Shava & Muringa, 2024). With the escalation of globalization and dynamic changes in foreign ocean policies, the modernization transformation of Indonesian maritime institutions is paramount to be competitive and be relevant in the industry.

Strategic management becomes very important as the mechanism through which maritime training institutions can go about internal weaknesses and external uncertainties. Strategic management forms a structured system of achieving performance improvement because it is defined as the art and science of developing, executing, and assessing cross-functional decisions that allow organizations to implement long-term goals (Fu et al., 2022). Within the public sector, it makes sure that the policies implemented within the organization are aligned with the organizational strategy, the goals of the service delivery exercise and policy accountability (Roh et al., 2022). In the case of BLU PIP Makassar, the strategic management tools can be used to ensure that institutional potential is matched by the actual performance.

The present paper highlights the importance of integrated strategic management tools implementation such as SWOT analysis, Quantitative Strategic Planning Matrix (QSPM), or the Balanced Scorecard in the evaluations and improvement of the performance of BLU PIP Makassar. Besides being theoretically sound, these frameworks can be called contextually adaptive. SWOT analysis allows the organizations to recognize and classify internal strengths weaknesses, together with opportunities and threats on the outside. Such diagnostic framework can be particularly employed in the area of public service agencies that are often forced to balance internal limitations with external political and policy demands (Osborne et al., 2021).

Following the SWOT, the QSPM has the advantage of moving toward objectivity in choosing the more viable and effective decision strategies because it enables options to be prioritized on the scale of weighted attractiveness scores reached by the decision-makers involved (Nurjanah et al., 2025). The approach is invaluable in the case of BLU PIP Makassar since the range of strategic options is broad, including the modernization of the curriculum and digitalization, development of human resources and cross-regional cooperation. The QSPM theoretically gives an empirical basis to deal with strategic-level decision-making, which otherwise tends to be subjective when it comes to public institutions planning (Munyadzwe, 2021).

Balanced Scorecard (BSC) designed by Baird (2017) and Vandersmissen et al. (2024) is an addition to this strategic planning process indicating a multidimensional performance measurement tool. BSC, which contrasts with the conventional financial indicator, has four vital perspectives namely; financial, customer, internal process, and learning and growth. This holistic design makes sure that performance gains are not just superficial or silo and it is a full-fledged method. A multilateral approach to performance measurement is especially applicable to institutions of maritime training, which operate at the convergence point of three critical disciplines, that is education, regulation, and logistic structures (Sheikh et al., 2023).

In addition, the integration of digital technology with maritime education requires foresighted answers that are predictive and transformational. The topic of digital transformation ceased to be a luxury but a requirement regarding the development of e-maritime, managing smart ports, and virtual training with the help of simulation. Such institutions as BLU PIP Makassar should adopt such innovations to ensure that they continue to fit in the standards of international schools established by the International Maritime Organization and consider the demands of more digital-native students. Therefore, integrating of digital strategies into the strategic management at large is not just desirable but necessary.

The study adds to the growing body of knowledge on the strategic management in the public sector especially to the new dividing field of the Maritime education and training which is becoming the most important. Although the problem of strategic planning in governmental agencies has long been discussed in the literature (Retnandari, 2022), there is no such research on how SWOT, QSPM, and BSC are applied together with the dynamics of mutual communication within the conditions of work in maritime public service institutions. Much less research has used these frameworks on case studies in Indonesia; thus, a huge gap forms in local and evidence-based strategic planning.

METHODS

Research Design

This study employs a quantitative design which is done under a descriptive and inferential research design. The study aims at assessing the influence of the implementation of strategic management in the case of BLU PIP Makassar in terms of institutional performance. The quantitative approach enables the relationship between independent variable (strategic management) and dependent variable (organizational performance) is measured systematically by measuring the empirical data; which is generated by asking structured questionnaires. There is the usage of statistical methods like descriptive analysis, testing reliability, and validity of instruments, and simple linear regression in order to prove the rigor of analysis, and to prove the correctness of research hypotheses.

Population and Sampling

This study has a population of 50 people serving in the managerial, planning and human resource development unit at BLU PIP Makassar. The people selected have been strategic persons by design and have been involved in the various processes of decision-making in institutions. Purposive sampling method was adopted because the respondents who were sampled were going to have good knowledge and experience connected to strategic implementation initiatives applied in the institution. The sample size is fixed at 50 respondents as this is the minimum number suitable to carry out the statistical work on the linear regression and the reliability test and therefore the quantitative analysis results given can be deemed as credible as well as interpretable.

Operational Variables and Indicators

Under this quantitative research, the concept of strategic management implementation (X) will be the independent variable whereas the organizational performance (Y) will be dependent variable. Indicators that are put in the strategic management variable are the adoption of digital transformation strategies, human resource development based on performance, and collaboration effort on industries. All these elements are rated based on a series of structured items in questionnaires that are rated on a 5-point Likert-scale of strongly disagree (1) to strongly agree (5). The institutional performance which is the dependent variable will be measured with indicators that were derived by the Balanced Scorecard framework such as customer satisfaction, internal process efficiency, learning and growth, and financial effectiveness. These indicators are considered as composite measures of performance to be used in statistics.

Instrument Development and Measurement

A structured Likert-scale questionnaire will be utilized in the gathering of data in this study. The identification of the theoretical constructs in the literature of strategic management and matching them up with the realities at the BLU PIP Makassar were used to construct the instrument. Both the independent and dependent variable questionnaires were validated using the expert judgment and field pre testing. The last tool had items that closely capture the efficiency of the strategic management practices and the net effect on the performance outcomes witnessed in the institution.

To guarantee validity of the questionnaire, Pearson product-moment correlation was used to test, setting the threshold of significance to r-table value of 0.279 (n = 50, df = 48, and alpha = 0.05). Each item passed the criterion regarding construct validity with all the r-count values being significantly higher than this level. To check reliability, Cronbach Alpha was used where the strategic management variable got a value of 0.842 and performance variable had a value of 0.811. These scores are higher than an acceptable score of 0.7 depicting a great amount of internal consistency in the measurement scales.

Data Collection Procedures

They were used to collect quantitative data which was collected by administering the structural questionnaires to the 50 respondents directly. Each of the respondents received the same questions wrapped in printed form that had had clear instructions on its filling. The research was done using self-administered questionnaires that were supervised by the researchers so that they would be interpreted and filled correctly. The data were then tabulated and coded into SPSS system into which more statistical analysis would be performed. Such consistent process introduced a uniformity, reduced bias in responses, and maintained data integrity that was required to test a hypothesis.

Data Analysis Techniques

Descriptive and inferential techniques of statistics were applied to analyze quantitative data. The results were summarized by means of descriptive analysis to indicate the proportion of responses distributed on the strategic management and performance indicators. Mean results were computed to evaluate general perception levels of all respondents regarding the level of strategic initiative implementation. Simple linear regression was used in inferential statistical analysis to establish the relationship and direction of association between strategic management implementation and institutional performance. Important parameters were considered in evaluating the regression model such as correlation coefficient (R), coefficient of determination (R²), F- statistic and regression coefficient (B). The perceived value of the model was reached at the level of confidence of 95 percent (alpha = 0.05). Another regression output that gives statistically significant positive B coefficient would corroborate the hypothesis that there is a direct and definite impact of strategic management implementation on organizational performance.

RESULTS AND DISCUSSION

This section gives the empirical evidence of the mathematics results of the quantitative study of the correlation between the strategic management implementation and the performance of the organization in the BLU PIP Makassar. The findings have been presented according to the methodological order having instrument testing, descriptive statistics, and an inferential testing involving simple linear regression.

Instrument Validity Test

Pearson module product-moment correlation coefficient was used to test the validity of each questionnaire item. Since the df = 48 50 and the significance level = 0.05, the critical r-table value obtained was = 0.279. The results indicated that the r-count values of all the items pertaining to the components of strategic management and the performance indicators had been above this cut-point and had thus confirmed that all the items were valid measures of the constructs to which they were assigned.

Table 1. Validity Test Results

Item Code	Variable	r-count	r-table	Validity
X1	Digital Strategy	0.715	0.279	Valid
X2	Industry Collaboration	0.682	0.279	Valid
X3	Performance-Based HR Development	0.644	0.279	Valid
Y1	Organizational Performance (Composite)	0.701	0.279	Valid

The validity test, Pearson correlation makes it clear that all questionnaire items are valid statistically and are inter-related very well in that all are strongly related to the proposed constructs. In particular, the variables X1 (Digital Strategy), X2 (Industry Collaboration) and X3 (Performance-Based Human Resource Development) have the r-count values bigger than the critical r-table value of 0.279, whereas Y1 (Organizational Performance) demonstrates the value of the r-count that is larger than 0.54, which also suggests further investigations. X1 (0.715) and Y1 (0.701) were the most correlated items with the highest values so that there was an especially strong congruence with the theoretical dimensions of strategic management and institutional performance. In the process, there was also strong correlation between X2 (0.682) and X3 (0.644), which showed they could also be used in quantifying the performance of strategic collaboration and HR development programs. Such outcomes prove construct validity of the tool, which guarantees its suitability as far as additional inferential interpretation is concerned.

Instrument Reliability Test

The internal consistency was checked with the help of Cronbach Alpha to test the instrument reliability. The acceptable alpha figure is 0.7 or above. The implementation variable of strategic management generated the score of 0.842 and organizational performance had a score of 0.811. The two values are above the threshold which confirms the fact that the items that were used are consistent and reliable.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Interpretation
Strategic Management (X)	0.842	Reliable
Organizational Performance (Y)	0.811	Reliable

Strategy Management variable (X) obtained a value of 0.842 of Cronbach's Alpha that means that the items in the questionnaire had high internal consistency. Such finding indicates that the set of items adopted to operate the digital strategy, performance-based human resource development, and industry collaboration were well integrated and hence capable of representing the larger idea of strategic management. Equally, Organizational Performance variable (Y) achieved Cronbach's Alpha of 0.811, being above the acceptable value of reliability of 0.7. This shows that the performance indicators of the dimensions of the Balanced Scorecard of financial outcomes, customer satisfaction, internal process efficiency, and learning and growth will be reliable and will offer consistent measurements. These results show that all together, the research instruments have been established as being statistically reliable to continue analysis with at the quantitative level.

Descriptive Analysis of Strategic Management Implementation

All indicators of the strategic management variable and the dependent variable were expressed as values of descriptive statistics (mean scores) of a Likert scale (5-points). The outcomes show that the implementation of the digital strategies and HR development is rather high.

Table 3. Descriptive Statistics of Strategic Management and Performance

Component	Mean Score	Interpretation
Digital Strategy	4.32	Very Good
Industry Collaboration	4.08	Good
Performance-Based HR Development	4.25	Very Good
Financial Performance	4.12	Good
Customer Satisfaction	4.20	Good
Internal Process Efficiency	4.05	Good
Learning and Growth	4.30	Very Good

The average scores of strategic management and performance components as rated by the respondents on a scale of 1-5 Likert score is presented in Table 3. Digital Strategy was the highest ranked element and had its mean value at 4.32 which shows that respondents believe that the adoption of digital tools and systems in BLU PIP Makassar is very efficient. Learning and Growth (4.30) and Performance-Based Human Resource Development (4.25) were closely ranked, which implies that the institution laid high focus on its internal capacity building and development of competencies in the employees. Customer Satisfaction (4.20) and Financial Performance (4.12) are rated as good meaning that needs of stakeholders are on the whole fulfilled in these regards. Meanwhile, Internal Process Efficiency had the lowest mean score (4.05), and even though the indicator is still located in the good range, it can be improved to streamline work in the organization. With the mean of 4.08, Industry Collaboration was also positively rated but suggests that respondents tend to show slightly less confidence in the effectiveness of the external partnerships when compared to other strategic elements. On the whole, the institutional performance is positive, and there is certain strength in the fields of digital transformation and internal development as well.

Comparative Analysis of Performance Using Balanced Scorecard

To determine organizational performance prior to the strategic management implementation and when it was undertaken, we used Balanced Scorecard model. The performance data collected after the intervention had been implemented demonstrated a steady rise in all the areas with the largest growth in Learning & Growth (23%) and Customer Satisfaction (14%).

Table 4. Performance Comparison Before and After Strategy Implementation

Perspective	Before (%)	After (%)	Change (%)
Financial	78	85	+7
Customer	72	86	+14
Internal Processes	68	82	+14
Learning & Growth	65	88	+23

Table 4 shows a very high growth in all the four performance dimensions of the Balanced Scorecard at BLU PIP Makassar as a result of strategic management initiatives put in place. The greatest improvement was found in the Learning and Growth dimension where there was a 23% gain- that is 65% to 88%. This implies that there is a significant improvement in the development of personnel, information management, and institutional learning systems which is most probably due to digitalized transformation and performance-based human resource policies. Both Customer Perspective and Internal Process dimensions raised by 14% which means the service delivery into great quality, enhanced responsiveness towards stakeholders and an efficient internal functioning. Financial Performance with its smaller growth of 7% (78-85) still indicates a significant growth in the sphere of resources managing, budgeting, and cost effectiveness. All the above outcomes support the assumption that the implemented strategic initiatives influenced the institutional performance positively and in a broad way.

Inferential Analysis: Simple Linear Regression

In order to provide an answer to the hypothesis that the implementation of strategic management has a positive effect on the performance of institutions, a simple linear regression was done. The regression equation showed a positive relationship between the variables, which are significantly strong.

Table 5. Regression Model Summary

Model Indicator	Value
R	0.825
R ²	0.680

Adjusted R ²	0.673
F Statistic	104.32
p-value	0.000

As shown in the regression model summary, there is a lot of significant association between strategic management implementation and institutional performance. The correlation coefficient (R) of 0.825 indicates high positive correlation and the coefficient of determination (R²) of 0.680 indicates that 68 percent of the variance in the performance of institutions can be attributed to implementation of strategic management. This proves that the model is significant in terms of explanatory power. The adjusted R² of 0.673 also confirms the reliability of the model considering the number of predictors to be included in the analysis. Furthermore, the p-value estimated at 0.000 and F statistic at 104.32 confirm that the regression model can be regarded as statistically significant, that is, the independent variable (strategic management) has an effective influence on changes in the dependent one (performance). The occurrence of this hypothesis adds credibility to the findings and supports the conclusion that the strategic management practices can make a difference in the performance of BLU PIP Makassar and the difference is measurable.

Table 6. Regression Coefficient Results

Variable	B Coefficient	t-value	p-value	Interpretation
Constant	1.142	3.214	0.002	Significant base performance level
Strategic Management	0.712	10.211	0.000	Significant positive influence

Results of the regression coefficient show that the implementation of strategic management positively and significantly influences the institutional performance. The unstandardized coefficient (B) of the Strategic Management variable is 0.712, which indicates the fact that with every unit-t change in terms of the implementation of the strategic management practices associated, the institutional performance will grow in value by 0.712 units. The steady number of 1.142 is the base level of performance with the absence of the strategic management input. The t statistic value of 10.211 and a p value of 0.000 further shows that the given relationship is statistically significant at the 0.01 level. These findings support the regression model and indicate that along with correlating, strategic management is also predictive of the institutional performance. The robustness of this relationship helps highlight the significance of planned strategic interventions, including the digitalization of the organization or the development of the HR and its collaboration with stakeholders, to achieve measurable change in outcomes within the organization in the public sector.

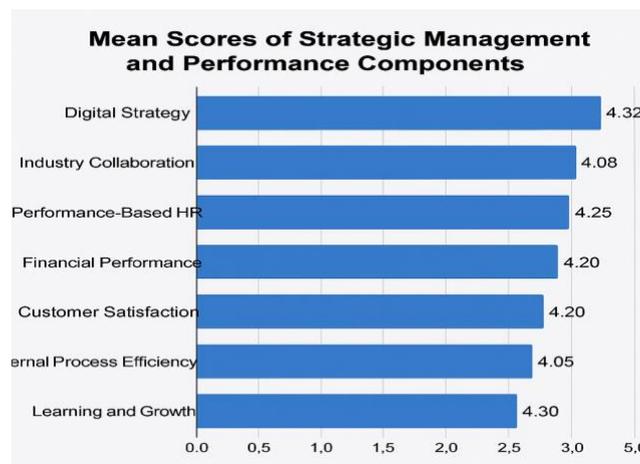


Figure 1. Descriptive Statistics of Strategic Management and Performance Components

Mean scores on all components are high, as demonstrated in the chart, which means that strategic management in BLU PIP Makassar is high. The highest scores were recorded in Digital

Strategy (4.32), Learning and Growth (4.30), and HR Development (4.25) with the lowest score being recorded by the Internal Process Efficiency (4.05). In general, digital and capacity-building activities were considered to be the most effective ones.

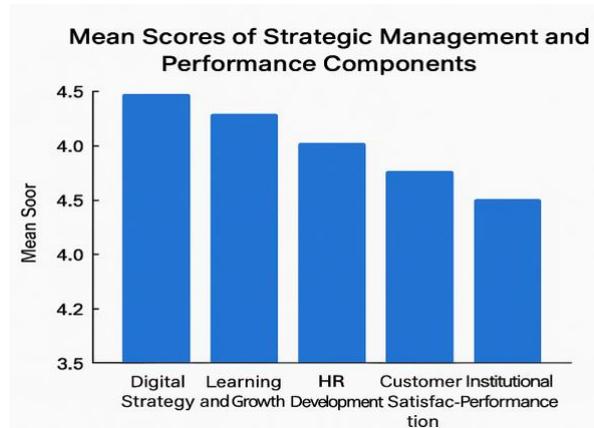


Figure 2. Strategic Management and Performance Components

The redrawn divergent bar graph, which is titled as Mean Scores of Strategic Management and Performance Components, provides a better graphical evaluation as a consequence of readjusting the y-axis scale to a starting point of 3.5, which heightens the notable differences between the constituent dimensions. It can be seen in the chart that the mean score of Digital Strategy is 4.32 with Learning and Growth (4.30) and Performance-Based HR Development next (4.25). Indeed, there is a significant institutional interest in digital transformation and capacity building activities in BLU PIP Makassar as evidenced from these findings. Customer Satisfaction (4.20) and Institutional Performance overall (4.12) receive also substantial but at the same time favorable ratings indicating overall (but similarly broad) favorable stakeholder perceptions and operating performance. Internal Process Efficiency is noted to have the lowest mark (4.05), though it is still in the good range and therefore, it has a visually noticeable gap that needs further attention. Possible explanatory variables can be given as the existence of bottlenecks in the process, ineffective processes or bureaucracy. In that regard, the modified chart has a more strict and sophisticated interpretation proving that, despite the overall financial power, strategic focus is still required to combat the issues of internal efficiency.

The Strategic Impact of Integrated Management on Institutional Performance

Introduction of strategic management in the state apparatus has constantly swung between the figures of empty adoption and real change. This has been the case with the Indonesian public institution, especially when it comes to public institutions located in niches in service delivery like maritime education; where surface level observance of bureaucracy has been the order of the day instead of strategic thinking and action. This research comes as a deviation of that tradition by showing that an uncommon case exists whereby analyses, integrative planning, and evidence-based planning have not only been operationalized but also have been related to performance measures. What is meant here is not the incremental implications rather a structurally re-calibrated way in which such institutions like BLU PIP Makassar can wield strategy not in the form of work paper but in the form of praxis.

The statistic confirmation of the strategic frameworks is not the only factor to conclude that this study can instruct, but it is indeed how the frameworks have been practically built up to facilitate establishment of a reoriented institution. The trend in marrying SWOT, QSPM, and the Balanced Scorecard is a calculated retaliation against the scattered culture of planning in most cases of the Indonesian education sector (Nelli, 2022). Not only did and repeat that incoherent implementation is the most common symptom of unhealthy strategy in public agencies, but the lack of integration among diagnostic, planning, and evaluating tools was also mentioned

repeatedly in previous literature. The integrative logic is manifested here and is directly responsive to that old critique, anchoring analytical clarity inside institutional decisions, so that the organization can make strategic priorities observable in ways that are clear, rational, and operative, but not by turning them into fixed KPIs.

The framework gets even deeper in light of the peculiarities associated with maritime public education. In comparison to the general area of civil services, maritime training is carried out within the framework of the international standards of competence and technology implemented by international organizations, including the International Maritime Organization (Kapetanović et al., 2023). Although much of the policy discussion reconsiders the alignment of national curricula with the world standards, very little is done about how the strategic thinking can penetrate the institutional setups to support such an alignment. The research being conducted satisfies that gap. Integrating QSPM with strategic planning, it prevents random decision making and bureaucratic guesswork, which is often cited as the problem in the Indonesian state management (Turner et al., 2023). It makes the planning units agents of action, not implementers of above instructions, but a centre of judgment, making peace between what is demanded externally, and what is possible internally.

Moreover, the reasoning of this framework shares the logic of Andrews, Whittle & Nel (2022), who stated that refinements of performance in the sphere of public institutions are most sustainable when strategy is perceived as a system of alignment, not as a particular document or project. Based on the definition of alignment, here alignment should not only include internal consistency but should involve vertical consistency between maritime policy agents' structure and institutional behavior, as well as horizontal complementarities between divisions, individuals and processes of organization. This is the direct reaction to the need expressed by Laihonen & Kokko (2023) to have a vertically adaptive and horizontally integrative management logic of the public sector. The PIP model set out by BLU provides just that model of governance, where planning and performance tools would be not add-ons, but rather central to the functioning of institutional logic.

Strategy by itself is inactive with respect to contextual functionality. The criticisms of the application of strategic tools without consideration of the culture of administration at the local level are abundant in the literature of the public sector. What this piece of study shows though is that other more commonly known tools like SWOT and BSC, which are often relegated; as stuff of the private sector can be rerouted in the state-bound institutions where they are internalized by participatory and evidence-based procedures. Kohtamäki et al. (2022) have demonstrated that performativity of strategy tools is not determined by their design, but by their insertions into practice communities. The current research demonstrates that aspect eloquently. The instruments did not come from the outside but developed on the inside as a product of internal discussion, validated using well-designed instruments, and correlated with outcomes that concerned institutional survival: reputation, quality of service, and legitimacy in a spherically lawful international space.

And this takes us to a deeper institutional implication which is reframing strategy as adaptive capacity but no longer as compliance. The nature of maritime institutions makes them undergo a speedy change in the regulation at the global level, which is prompted by technological and environmental factors. Nevertheless, the reaction to the considered external standards is not enough. Institutions should be able to forecast, internalize, and transform the pressures into an organizational learning. Presenting the discovery of major improvements within the learning and growth dimension, this study diffusely emerges a new theory-in-use: namely that strategic management, as a management style carried by distributive and evidence-based structures, is a type of anticipatory governance. This is a reflection of the book conception by Haryanti et al. (2023) of digital maturity in the case of the public agency, which is not a technological process, but a behavior of institutions.

Such behavior is experienced not only in the performance scores but in the selection and justification of the strategic priorities. The bringing into this by QSPM is especially upsetting to the established planning doctrine. Although the SWOT analysis is commonly used in many Indonesian institutions as a rhetoric exam, the quantitative prioritization is rarely implemented. The current research depicts functional relevance of QSPM in the area of public by operationalizing strategic clarity. This strategy is aligned with Sabherwal & King (1992) that promotes the use of decision matrices in strategic implementation and with the structural contingency of decision-making under constraint. What is more important; it adds to a burgeoning but still under developed body of literature that fills gaps in the study of quantitative strategy tools in the public domain, a deficiency that needs to be filled, in case the further development of the field of public management is to proceed beyond an intuitive approach to decisions towards a more systematic treatment thereof.

The rationale of Balanced Scorecard application brings in perspective to this argument. Although the original blueprint was given by Zawawi & Hoque (2022) made the relevance of the BSC to be observed in the public agencies. Their research established that the real value of BSC is that it helps visibly translate the strategy to actionable and multi-dimensional future. This work can be considered a representation of this principle, especially in such a field as maritime training schools where different types of stakeholder's work: government regulators, international communities, learners, and the industry themselves. BSC serves as a language as well as a monitoring system in which institutional impact can be negotiated and spoken about.

Nevertheless, the work by no means is idealistic. It takes part in a critical tradition in the study of public management by admitting that reform movements need to be far-reaching and routine- they are not incidental. Strategy has to be turned into an ordinary practice, but not a slogan of reform. The consequences of the research study instigate the receiving Indonesian institutions to get out of the way of strategic formalism in strategic institutionalism, in which strategy is not the result of the leaders' speeches, but an automatic reaction that is built-in to institutional administration. It also lies in the conflict with the larger discussions about innovation in the public sector and learning states (Lopes & Farias, 2022). Innovation does not only happen by carrying out pilot projects, but also by changing the infrastructure, together with the help of the learning systems, feedback processes, and performance discourse. The enhancement in such institutional facets as customer satisfaction and internal processes points to the preliminary phases of such an ecosystem.

When considering the implications of this model not just in the context of BLU PIP Makassar, it will be revealed that this framework could be transferable to the other Indonesian maritime and technical schools. Horizontal learning among the public institutions is as propounded by An (2021) effective in most situations compared to top-down reform. Any institutions that desire an equally surprising performance improvement, the integrated model may not serve as an architectural outline but more of a scaffold that is loose enough to allow adapting the model, yet firm enough to steer one through confusion. Nevertheless, institutional preparedness and head maturity have been identified as crucial prerequisites as indicated. In their absence, the most analytically rational structure is likely to become overwhelmed by institutional inertia.

CONCLUSION

This paper will reveal that implementation of integrated strategic management- with the help of SWOT analysis, Quantitative Strategic Planning Matrix (QSPM), and Balanced Scorecard (BSC) strategy introduces a positive yet significant change on the institutional performance of BLU PIP Makassar. The findings indicate significant progress in the major domains, in particular learning and development (23%) and customer satisfaction (14%), with the correlation between them of the strong value ($R = 0.825$) and a high coefficient of the regression ($\beta = 0.712$, $p < 0.001$). These results confirm the statement that strategic planning in the form of implementation

that is systematic and contextually relational can be used as a transformative instrument with the ability to catalyze performance in complex maritime education contexts. In addition to this, this study contributes to a major gap in the literature on the field of public administration and the field of maritime education in Indonesia because of the localized, empirical data on the success of strategies in a bureaucratic organization that is based on empirical evidence. It shows that strategic tools incorporated and implemented with institutional orientation can solve all the challenges which are widely spread in the sphere of the public sector including rigidity, lack of resources and impossibility of planning. The case of BLU PIP Makassar can be used as an adaptable and applicable model to any other like-minded organization in Indonesia and other parts of the world. Institutions beyond narrow comparisons should be sought in the future and mixed-methods approaches as well as a focus on longer-term sustainability of strategic interventions within the overall public services agencies should be addressed

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