

## **SWOT Analysis with IFAS-EFAS Approach: A Case Study of Human Resource Management at Indonesian Customs and Excise**

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### **ABSTRACT**

This research analyzes the strategic management of human resources (HR) in the Indonesian Customs and Excise Organization through the integration of the SWOT method with a quantitative approach using IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary). The study employs a qualitative descriptive methodology based on evidence from academic journals and organizational documents from 2020 to 2025. Through the analysis of 15 academic journals and Customs documents, this research identifies internal strategic factors: strategic mandate (weight 0.20; rating 3.5), merit-based recruitment (0.18; 3.0), competency development (0.17; 3.0), integrity awareness (0.22; 3.5), and technology infrastructure (0.15; 2.5), with a total IFAS score of 2.81. External opportunities include administrative reform (0.20; 3.5), HR technology adoption (0.18; 3.0), integrity standard improvement (0.22; 3.5), national talent pool (0.15; 2.5), and international collaboration (0.15; 2.5). External threats include endemic corruption (0.25; 3.5), geographical challenges (0.22; 3.0), private sector competition (0.20; 3.0), ethical leadership say-do gap (0.18; 2.5), and resistance to change (0.15; 2.0), with a total EFAS score of 2.86. The results of the study show that the IFAS-EFAS-based approach, supported by empirical evidence from journals, produces specific strategic positioning, facilitates objective decision-making, and provides actionable and context-specific TOWS strategy recommendations. The research concludes that the implementation of a holistic approach integrating ethical leadership, merit-based recruitment systems, competency-based human resource development, and digital transformation is the optimal strategy for strengthening the competitive position of the Customs and Excise Organization in the face of multidimensional HR challenges.

**Keywords:** *SWOT Analysis; IFAS-EFAS; Strategic Management; Human Resource Management.*

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## **INTRODUCTION**

The Indonesian Directorate General of Customs and Excise (DJBC) has a strategic role in economic sovereignty and national security through its dual function as both a revenue collector and trade facilitator (Customs, 2025). The complexity of this task presents significant challenges in managing human resource potential, which endangers the effectiveness of the organization. The organization explicitly acknowledges that "errors in recruitment not only result in inefficiency but can endanger economic sovereignty and national security" (Customs, 2025, p. 1).

Globally, OECD studies show that customs administrations in developing countries face the problem of endemic corruption, with customs often perceived as the most corrupt institution among public institutions (Hors, 2001; World Bank, 2020; World Customs Journal, 2012). This research, based on measurable evidence from journals, shows that corruption in customs administration includes various practices, ranging from routine corruption to criminal corruption involving drug trafficking and smuggling.

Indonesia is facing a unique geographical challenge as an archipelagic country with around 6,000 populated islands, creating significant economic disparity—where Jakarta's per capita GDP is 14 times greater than that of East Nusa Tenggara (McKinsey, 2025). The EY (2025) survey in the Southeast Asia region revealed that although 71% of respondents report

improvements in integrity standards, 44% of respondents believe that unethical behavior is still tolerated by senior management, creating a "say-do gap" between declared values and actual practices.

Several previous studies have examined strategic management in public sector organizations using the SWOT-IFAS-EFAS approach (Marno et al. 2023). Khoirunissa et al. (2022) applied IFAS-EFAS analysis in the context of PT Sumber Alfaria Trijaya, demonstrating how internal and external factor evaluation can produce objective strategic decisions in corporate settings. Similarly, Simorangkir & Ali (2025) utilized SWOT, IFAS, EFAS, and SPACE analysis to formulate competitive advantage strategies for MSMEs, showing the effectiveness of quantitative strategic planning tools. Badrianti & Ali (2025) further confirmed the utility of SWOT analysis in organizational strategic planning to face market changes.

In the context of human resource management, Alam et al. (2018) conducted an empirical assessment of employee integrity in the Malaysian public sector, identifying correlations between recruitment standards and integrity outcomes. Kyambade & Namatovu (2025) examined the impact of ethical leadership on employee integrity in Uganda's public sector, highlighting the importance of consistent leadership in embedding ethical values. More specifically, Mouchlizar & Simon (2021) studied human resource development at KPPBC Medan, providing direct evidence of HR challenges within the Indonesian Customs and Excise context. Saleh et al. (2023) conducted a systematic literature review on public human resources development, emphasizing competency-based strategic planning.

However, despite these various studies, there remains a gap in the literature: no previous research has specifically applied the IFAS-EFAS quantitative SWOT approach to analyze human resource management in the Indonesian Customs and Excise Organization. Existing studies either focus on corporate contexts (Khoirunissa et al., 2022; Simorangkir & Ali, 2025), examine public sector HR generally without customs-specific analysis (Alam et al., 2018; Kyambade & Namatovu, 2025; Saleh et al., 2023), or provide contextual insights without strategic quantification (Mouchlizar & Simon, 2021).

This study adopts an evidence-based research approach that integrates empirical evidence from peer-reviewed and published academic journals, instead of using systematic literature reviews, which often generate excessive data volume without in-depth analysis of context-specific issues. This approach allows for deeper analysis, triangulated with primary organizational documents, producing more applicable and contextually relevant insights (Khoirunissa et al., 2022; Maxwell et al., in ERIC, ED492732). This research aims to analyze the strategic management of human resources in the Indonesian Customs and Excise Organization through the integration of SWOT analysis with the IFAS-EFAS quantitative approach. The benefits of this research are to provide a measurable strategic framework for organizational decision-making, to contribute empirical evidence for HR policy formulation in the customs sector, and to enrich the academic literature on strategic HR management in public sector organizations using quantitative SWOT analysis.

## **METHOD**

This study uses a combination of evidence-based research and a qualitative case study approach, rather than a systematic literature review. This design was chosen because it allows: (1) integration of empirical proof from accredited journals that have been tested for credibility and rigor; (2) in-depth analysis of the context specific to the Indonesian Customs and Excise organization; and (3) triangulation between evidence from literature and primary organizational documents for greater internal validity.

Primary data is sourced from documents of the Indonesian Customs and Excise organization for the 2024-2025 period, which have been obtained and verified. These include source files about recruitment challenges, organizational HR profiles, and strategic documents.

Secondary data is collected through targeted analysis of 15 peer-reviewed academic journals and publications from leading international organizations relevant to the study topic:

*Journal about SWOT, IFAS, EFAS as Strategic Management Tools:*

1. Khoirunissa et al. (2022): "Strategy Analysis of PT. Sumber Alfaria Trijaya TBK" in *Ganaya: Journal of Social Sciences and Humanities* — demonstration of IFAS-EFAS application in a company context
2. Simorangkir & Ali (2025): "SWOT, IFAS, EFAS, and SPACE Analysis of Competitive Advantage Enhancement Strategies for XYZ Bakery" in *Cyber International Journal of Educational Technology* — quantitative methodology for IFAS-EFAS
3. Badrianti & Ali (2025): "SWOT Analysis in Strategic Planning at PT XYZ to Face Market Changes" in *Dynasty Accounting Review* — application of SWOT in strategic planning

*Journal about Human Resource Management and Strategic HRM:*

1. Alam et al. (2018): "An Empirical Assessment of Employee Integrity in the Public Sector of Malaysia" in *International Journal of Ethics and Systems* — evidence about integrity in the public HRM sector
2. Brown (2019): "Strategic Human Resource Management in Practice: Case Studies in Four Employers" in *employment-studies.co.uk* — case study methodology in HRM research
3. Kyambade & Namatovu (2025): "The Impact of Ethical Leadership and Code of Ethics on Employee Integrity" in *International Journal of Public Leadership* — ethical leadership in the Ugandan public sector

*Journal about HRM Challenges, Recruitment, and Competency Development:*

1. Mouchlizar & Simon (2021): "Development of Human Resources to Improve Competence at KPPBC Medan" in *Journal of Public Reform* — specific evidence of HR in the Indonesian Customs and Excise organization
2. Saleh et al. (2023): "Public Human Resources Development: A Systematic Literature Review" in *Proceedings of ICOPAG* — competency-based HRM strategic planning
3. Zahedi Nejad et al. (2025): "Challenges in Adopting and Using Online Recruitment Tools" in *International Journal of Organizational Analysis* — digital transformation barriers in recruitment

*Publication Organization International as Evidence:*

1. OECD Development Center (Hors, 2001): "Fighting Corruption in Customs Administration" — evidence on endemic corruption risks in customs

2. World Bank (2020): "Corruption in Customs: Time for a New Approach" — global evidence on corruption challenges in customs administration
3. EY (2025): "How to Navigate Integrity Challenges in Southeast Asia" — regional evidence on integrity gaps and "say-do" gaps in Asian organizations
4. McKinsey (2025): "Propelling Indonesia's Productivity: The Enterprising Archipelago" — evidence about geographic challenges and economic disparity in Indonesia

*Case Study Evidence in HRM:*

1. Maxwell et al. (in Eric, ED492732): "Use of Case Study Methods in Human Resource Management, Development, and Training Courses" — case study methodology in HRM analysis
2. Karim et al. (2022): "Marketing Strategy Based on SWOT Analysis for Village-Owned Enterprises" — IFAS-EFAS application in organizational strategy

Data analysis follows procedure integrated:

Phase 1: Evidence Extraction

From each selected journal and publication, the following are extracted: (1) empirical findings about relevant strategic factors; (2) weight or prioritization of factors; (3) rating or assessment of conditions; and (4) strategic recommendations.

Evidence from journals is integrated with the analysis of the Customs and Excise organization's context through: (1) mapping evidence to internal factors (strengths-weaknesses); (2) mapping evidence to external factors (opportunities-threats); and (3) assessing the organization's specific condition relative to the available evidence.

Phase 2: Contextual Integration

Integration of evidence from journal with analysis context Customs and Excise organization through : (1) mapping evidence to in internal factors (strengths-weaknesses); (2) mapping evidence to in factors external (opportunities-threats); (3) condition assessment organization specific relatively against the available evidence.

Phase 3: IFAS-EFAS Calculation

Calculation IFAS-EFAS scores are calculated based on weights and ratings derived from: (1) quantitative data in applicable journals; (2) informed judgment from leadership and subject matter experts in the organization; and (3) comparative analysis against benchmarks from similar case studies and journals.

Phase 4: Strategic Positioning and TOWS Formulation

Integration of IFAS-EFAS results for determine strategic positioning and recommend specific, evidence-based TOWS strategies.

## **RESULTS AND DISCUSSION**

### **Strengths**

1. Mandate Strategic and Legitimate Organization (Weight : 0.20 ; Rating: 3.5)  
culture, compliance, and compassion, with technology as an enabling factor."  
Weighted Score: 0.54
1. Improvement of Global and Regional Integrity Standards (Weight: 0.22; Rating: 3.5)  
Evidence: EY (2025) reports that integrity standards in Southeast Asia are increasing significantly. Evidence from Kyambade & Namatovu (2025) showed that the global trend toward stronger ethical leadership creates opportunities for organizations to differentiate

themselves through genuine integrity embedding. This momentum provides "cover" and justification for internal reforms previously considered unpopular or threatening.

Weighted Score: 0.77

2. Talent Pool from the National Human Resources Development Program (Weight: 0.15; Rating: 2.5)

Evidence: Various national human resource development programs — educational scholarships, scholarship programs, and talent pipeline initiatives — create a potential pool of qualified candidates. McKinsey (2025) identified that investment in human capital development is increasingly ongoing in Indonesia, creating opportunities for strategic partnerships.

Weighted Score: 0.375

3. Collaboration with International Organizations for Capacity Building (Weight: 0.15; Rating: 2.5)

Evidence: The OECD (Hors, 2001), World Bank, and customs-focused NGOs offer opportunities for knowledge sharing, training, and best practices adoption. Evidence from the U4 Anti-Corruption Resource Centre (Chêne, 2015) shows that international collaboration can accelerate corruption-fighting reforms in customs administration.

Weighted Score: 0.375

Total EFAS Opportunities Score: 2.845

### **Threats**

1. Endemic Corruption in Customs Administration (Weight: 0.25; Rating: 3.5)

Evidence: OECD research (Hors, 2001) shows that "customs administration is consistently perceived as the most corrupt institution, with routine corruption practices, fraudulent corruption, and criminal corruption involving drug trafficking and smuggling becoming commonplace." World Bank (2020) confirmed that corruption in customs "remains a significant global challenge." World Customs Journal (2012) details that corruption in customs includes various practices, from petty bribery to organized crime networks.

This evidence indicates that recruitment at Customs and Excise operates in a high-risk corruption environment that requires extraordinary care in selection—hence a threat rating of 3.5.

Weighted Score: 0.875

2. Geographical Challenges and Regional Economic Disparity (Weight: 0.22; Rating: 3.0)

Evidence: McKinsey (2025) identified that Indonesia's "geographic dispersion with extreme economic disparity results in structural challenges in recruiting and retaining talent in remote areas." ASEAN Briefing (2025) reported that "high logistics costs and limited infrastructure in rural regions create operational challenges." In the Customs and Excise context, these challenges are especially acute because the organization must maintain a presence in border areas and remote ports that are often difficult to staff.

Weighted Score: 0.66

3. Competition With the Private Sector for Quality Talent (Weight: 0.20; Rating: 3.0)

Evidence: IMA & AFA (2023) reported a "notable turnover rate in the Asia-Pacific region, particularly among young professionals," with contributing factors including "the private sector offering superior compensation, career advancement, and work-life balance." Eduk8u (2025) identified that average tenure in Asia is falling drastically, placing public sector organizations at a disadvantage in talent competition.

Weighted Score: 0.60

4. Say-Do Gap in the Implementation of Ethical Leadership (Weight: 0.18; Rating: 2.5)

Evidence: EY (2025) found that "although 71% of respondents reported enhanced integrity standards, 44% of respondents believe that unethical behavior is still tolerated by senior management"—indicating a significant credibility gap between stated values and actual practice. Kyambade & Namatovu (2025) identified that "ethical leadership must be consistent, visible, and enforced—otherwise integrity initiatives lose credibility." This threat is that ambitious integrity declarations can backfire if not followed by genuine leadership transformation.

Weighted Score: 0.45

5. Resistance to Change and Organizational Inertia (Weight: 0.15; Rating: 2.0)

Evidence: Zahedi Nejad et al. (2025) identified "resistance to change" as one of the significant barriers in adopting online recruitment tools. Brown (2019), in a case study of strategic HRM, found that large public sector organizations are often characterized by "organizational inertia and resistance to new ways of working." This threat is potent because HR reforms—particularly technology adoption and ethical leadership embedding—require substantial organizational change.

Weighted Score: 0.30

Total EFAS Threats Score: 2.875

## **CONCLUSION**

This study's evidence-based SWOT analysis, structured through the IFAS-EFAS approach, produces a measurable and actionable strategic framework grounded in empirical findings from accredited journals and internationally trusted publications. With an IFAS score of 2.81 and an EFAS score of 2.86, the analysis reveals a broadly balanced strategic position in which the Customs and Excise organization's internal strengths—particularly its strategic mandate and integrity awareness—marginally outweigh its weaknesses, while external opportunities from administrative reform and technology adoption are tempered by persistent threats from endemic corruption and talent competition. This positioning calls for an integrated strategy that combines growth-oriented SO initiatives, defensive ST measures, and improvement-focused WO programs, simultaneously addressing systematic integrity assessment in recruitment, evidence-based competency development, strategic technology adoption, differentiated regional approaches to geographic disparity, and the closing of say-do gaps through consistent leadership modeling and enforcement. The evidence-based approach adopted here strengthens the likelihood of successful HR transformation by anchoring each strategic initiative in empirical findings from comparable organizations and sectors, rather than in purely conceptual or intuitive reasoning. Future research could build on this framework by conducting longitudinal studies that track the measurable outcomes of implemented strategies over time, or by applying the IFAS-EFAS quantitative SWOT approach comparatively across multiple customs and excise jurisdictions in Southeast Asia, thereby generating broader, cross-contextual insights into strategic HR management in high-integrity-risk public sector environments.

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