

Analysis of Recruitment Constraints and Crew Replacement Mechanisms for Smooth Crew Management at PT. BJM Global Indonesia 2023

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Abstract: PT BJM Global Indonesia is an Indonesian company engaged in crew management, only recruiting Indonesian seafarers appointed by JSM International at the request of ship owners to be placed on foreign vessels. The obstacle that often arises is the high need for seafarers, especially when the need is very urgent, when the need for seafarers exceeds the number of seafarers who apply, there will be a delay in requesting positions on the ship depending on the capacity on board. . Business. The purpose of this study is to determine the constraints in the recruitment and replacement of crew at PT BJM Global Indonesia 2023. This type of research includes qualitative research with data analysis techniques using interviews and direct field observations. This research uses the fishbone research method. The fishbone diagram includes fish heads and fish fins.

Keywords: *Crew recruitment constraints, Crew replacement mechanism, smooth crewing management.*

Introduction

Ship is the main means of transportation that connects one island to another, one country to another and meets all needs. The role of ships as a means of transporting goods is so important that it requires crew who are experts and knowledgeable in their fields. In placing seafarers on board, sufficient ability and experience are needed, as well as supporting certificates owned by seafarers themselves, the recruitment process will be able to occur if the criteria requested by the principal are in accordance with the seafarer. The shipping and shipping industry continues to grow rapidly, especially in ocean trade, cruise tourism, and the oil and gas industry. The demand for these ships led to an increase in the recruitment of ship crews in various positions. The high competition in recruiting ship crews in crewing companies adds to the complexity of the problem.

PT. BJM Global Indonesia is an Indonesian company engaged in crew management, only recruiting Indonesian seafarers appointed by JSM International at the request of ship owners to be placed on foreign ships. The obstacle that arises is often the need for seafarers is very high, especially in times of urgent need, when the needs of seafarers exceed the number of seafarers applying, then there are differences in the need for positions on ships depending on the availability ability of ships. . crew of the ship. Business. This happens not because of a lack of manpower, but because many people do not meet special recruitment requirements and do not have the maritime experience that JSM International wants. This creates incompleteness in all documents, especially certificates.

The need for seafarers' human resources in developing countries has led to the emergence of many seafarer recruitment companies as representatives of foreign shipping companies in Indonesia that focus on finding human resources for their member ships such as Japan

and Korea. They need qualified crew to work on their ships. One of the foreign shipping representative companies in Indonesia is PT. BJM Global Indonesia, engaged in crew management agency. A crew management agency is a company that specializes in providing crew to overseas ship owners. PT. BJM Global Indonesia has a lot of cooperation with overseas companies, especially Korean companies.

The implementation of the crew replacement mechanism has not been effective and needs improvement. For example, classifications using rating systems, special cases of sudden crew replacement requirements, problems in waitlist control, and the small number of seafarers willing to work with Korean seafarers could hinder the implementation of crew replacement mechanisms in those countries. National level. company. The company has made several improvement efforts related to these obstacles but has not provided optimal results so that improvements are still needed.

Literature review

Management

George R Terry argues that management is a distinctive process consisting of planning, organizing, moving and controlling actions to determine and achieve goals through the use of human and other resources. In a management activity there needs to be a Planning Principle (Principle of Planning), Organizational Principle (Principle of Organization), Principle of Direction (Principle of Direction), and Principle of Control (Principle of Control). So that with this application, every action can run flexibly in achieving a goal. (George R Terry argues that management is , n.d.)

Human Resource Management

According to Amin Widjaja Tunggal in the quote Human resource management is a management function that deals with recruitment, placement, training, and development of organizational members. (Sirojudin et al., n.d.)

According to T. Human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve both individual and organizational goals. (Sirojudin et al., n.d.)

Human resource management consists of activities that include planning, human resource recruitment, human resource analysis, equal employment opportunities, benefits and compensation, health, security and safety, and labor and labor relations. (Nour Halisa et al., n.d.)

While according to (Wirawan, 2009) in the citation factors that affect the performance of human resources include: (Son, 2021)

- a. Internal employee factors, namely factors from within employees that are innate factors from birth and factors acquired when he develops. Innate factors, such as talents, personal traits, and physical and psychological circumstances. Meanwhile, factors obtained, such as knowledge, skills, work ethic, work experience, and work motivation.
- b. Factors of the internal environment of the organization. In carrying out their duties, employees need the support of the organization where they work. This support greatly affects the high and low performance of employees. Internal organizational factors include robot technology, compensation systems, work climate, organizational strategy, support resources needed to carry out the work, and management and compensation systems
- c. Factors of the external environment of the organization. Factors of the external environment of the organization are circumstances, events, or situations that occur in the external environment of the organization, such as an economic crisis.

Recruit items

According to Maryono in the excerpt said recruitment is a process of finding, finding, and attracting applicants to be employed in and by an institution. (Islam Negeri Raden Fatah Palembang Sumatera Selatan, 2020)

Recruitment is defined as the search and procurement of qualified and potential human resource candidates, so that the most appropriate people can be selected for existing work needs. (Islam Negeri Raden Fatah Palembang Sumatera Selatan, 2020)

According to Yunarsih and Suwatno in the quote stated that recruitment is an activity to get a number of employees from various sources, in accordance with the qualifications needed so that they are able to carry out the mission of the organization or institution to realize its vision and goals. (Islam Negeri Raden Fatah Palembang Sumatera Selatan, 2020)

Replacement

Replacement according to Engkos Kosasih and Hananto Soewodo in quotes, shipping companies that adopt a manning system as a fixed sea, as is generally in State-Owned Enterprises (SOEs). However, many companies adopt a contractual supervision system as is common in private companies. Especially for private companies that adopt a fixed system, it is necessary to think about the existence of onshore reserve crews and captains who number approximately 25 to 50% active, depending on the size of the company, as reserves for replacement (mutage up or down), crew on leave, illness, education, and so on. (Stepped et al., n.d.)

Ship's Crew

According to the Law of the Republic of Indonesia Number 17 of 2008 Article 1 Paragraph 40 concerning Shipping in quotations, Crew is a person who works or is employed on board by the owner or operator of the ship to perform duties on board in accordance with his position listed in the certificate book. The crew is divided into 3 sections that have their own duties and responsibilities. These parts are: (Stepped et al., n.d.)

a. Deck Department Deck department is the part responsible for ship activities, ship security, loading and unloading at port, ship maintenance while at sea, as well as the legal section of ship licensing and shipping operations. Some of the positions include Nahkoda or master, Mualim I, Mualim II, Mualim III, Radio Officer, Bosun, Pumpman, Ordinary Seaman, Able Seaman, and Junior Seaman.

b. Engine Department The engine department is the department responsible for the maintenance and running of the ship's machinery and electricity. Some positions included in the engine department are, Head of engine room (KKM), Machinist II, Machinist III, Fitter, Oiler, Wiper, Electrician and Junior Engine man.

c. Catering department is the part responsible for all culinary aspects on board and responsible for the cleanliness of the ship. Some positions included in the catering department are, Cook, Commis, Galley Steward, Housekeeping and Public Area Attendant Based on Law Number 17 of 2008 paragraph 151 Article 1, every crew member has the right to welfare which includes:

- a. Salary
- b. Working hours and rest hours
- c. Guaranteed departure to destination and return to place of origin
- d. Compensation if the ship is unable to operate due to an accident
- e. Career development opportunities
- f. Provision of accommodation, recreational facilities, food or beverages

g. Maintenance and health care and provision of occupational accident insurance

The mandatory requirements that must be met to be able to work as a crew member in accordance with Article 17 of Government Regulation Number 7 of 2000 concerning Seafaring, among others:

- a. have a seafarer skill certificate and/or a seafarer skill certificate
- b. at least 18 years old.
- c. Have a seafarer's book and also a passport for those who work abroad
- d. physically and mentally healthy based on the results of the medical examination yang specially done for that.

Crewing Management

(Firmansyah et al., 2021) Crewing Management is ship manning management carried out by shipping companies to prepare all the requirements of a sailor before he departs on board. Crew management services are an important essential part of maritime and ship management that includes the management of all various activities handled by the crew on board, as well as related land-based administration.

Conceptual Framework

The conceptual dredge of this study is to see the problem factors that can hinder the activities of the ship crew recruitment and *replacement* process to facilitate the running of Crewing Management.

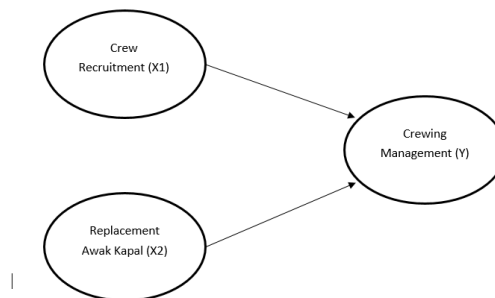


Figure 1. Conceptual Framework

1. Research method

This type of research includes qualitative research with data analysis techniques using interviews and direct field observation. The author's research location is at PT. BJM Global Indonesia is engaged in the management of foreign crews. The main data obtained is information about problems that arise during the recruitment and replacement process of crew on PT. BJM Global Indonesia is intended for international JSM. This information is obtained through the interview process. Secondary data in the form of company documents, research results and other data related to recruitment issues. In this study, the author conducted research using several data collection techniques in the form of observation and interviews. A fishbone diagram or cause-and-effect diagram is a structured approach that allows you to conduct a more detailed analysis to find the cause of the problem. In this study, the author conducted research using several data collection techniques in the form of Data collection using observation techniques is the oldest and most basic technique in research and can be considered the most important and important method and become the main characteristic. qualitative research. research, thus observation becomes a must and mandatory for qualitative research, face-to-face interviews with selected sources who are considered capable of providing answers or information, and collection of documentation

or commonly called the documentary method is a method of data collection carried out by researching, taking photos, providing documents and collecting documents related to research problems. The data analysis technique used is fishbone analysis technique.

Results and discussion

The author tries to find the factors that cause constraints in crew recruitment activities and crew replacement mechanisms by using the interview method asked to respondents (employees) to find out their responses regarding the inhibiting factors of crew recruitment activities and crew replacement mechanisms on smooth crewing management at PT. BJM GLOBAL INDONESIA FOR JSM INTERNATIONAL 2023. Some respondents (employees) stated that there were problems caused by several main categories, including: Man, Machine, Method, Environment, Measurement.

Recapitulation of Interview Results

Tabel 1. Interview Results

From interviews with Mr. Tony Koroh (General Manager), Mr. Enrico (Assistant Manager), and Mr. Mario (Crewing Staff) from PT. BJM Global Indonesia, can be concluded some information related to the recruitment process and obstacles faced by the company. Here is a recap of the interview results:

Recruitment Process	1. The stage of selecting candidates based on the criteria and needs of the ship. 2. Document checking process, interview with PT. BJM Global Indonesia, and an interview with JSM International. 3. The process of making visas, medical check-ups, and signing sea work agreements.
Standard Hiring Criteria	1. Experience on Korean ships. 2. Age between 19 to 50 years. 3. Valid documents and certificates. 4. Fit and excellent physique. 5. Good English. 6. Experience in the same type of ship and on Korean ships. 7. Physically and physically healthy.
Acceptance/No Decision	The decision was taken by JSM International.
Decision Making Process	1. Checking initial documents, health, and interview results with JSM International. 2. Interview with JSM International via zoom or video call.
Constraints in Recruitment	1. Difficulty filling urgent crew requests. 2. Difficulty recruiting according to criteria. 3. Invalid certificates and documents. 4. The crew record is not good. 5. Difficulty if the crew is out of town. 6. Lack of costs during activities.
Crew Rejection	Occurs due to poor records or inability to answer JSM International's questions.
Crew Replacement and Replacement	1. Responsible for the entire process of crew turnover and recruitment.

Process	2. Control the waiting list that is not neat. 3. Sudden crew request. 4. Crew's interest in working in a Korean company.
Steps to Face the Challenge	1. Update the waiting list control data. 2. Request for crew replacement two months before departure. 3. Explanation and persuasion to the crew about the advantages of working in a Korean company.

Previous Research Results

Table 2. Previous Research

No	Researcher Name	Research Title	Variables Examined	Research Results
1	(Skripsi Full Edit Yudhistira(1) (1), n.d.) YUDHYSTIRA THAMON ADIPUTRA	ANALYSIS OF CREW RECRUITMENT SYSTEM IN SMOOTH CREWING MANAGEMENT FOR ROYAL CARIBBEAN GROUP PRINCIPAL AT PT. EQUINOX BAHARI UTAMA IN 2022	Ship crew recruitment	PT Equinox Bahari Utama acts as a crewing agency for Royal Caribbean Group in an effort to provide the best service to the principal company as well as to extend the life of the work contract that has been established with Royal Caribbean and manage human resources as operational personnel of the crew. This study aims to analyze the crew recruitment system in the smooth crewing management for Principal Royal Caribbean Cruise Line at PT Equinox Bahari Utama in 2022. A fishbone diagram is used as a tool to illustrate the cause-and-effect relationship between these factors. The results showed that there are several factors that affect the smoothness of the crew recruitment system.
2	(Sidjabat et al., n.d.) SONYA SIDJABAT, RUDI JOHANNES TARNAMA PARDEDE	ANALYSIS OF RECRUITMENT AND SELECTION ON CREW PERFORMANCE ON THE SOUTH KOREAN FLAG SHIP 2023	Ship crew recruitment	The purpose of this study is to analyze how the recruitment and selection of PT Java Marina Indonesia crew on crew performance on South Korean flag ships. This research uses descriptive verification research methods with a quantitative approach. The data used are the results of the PT Java Marina Indonesia crew questionnaire in 2022, with a sample size of 38 crew. This quantitative method is carried out through multiple linear regression analysis tools. So it can be concluded that the recruitment analysis has a significant value of $0.002 < 0.05$ and the $t_{count} > t_{table}$ value ($3.423 > 2.028$) then H_0 is rejected H_a is accepted, which means recruitment has an effect on crew performance. While selection has a significance value of $0.000 < 0.05$ and a $t_{count} > t_{table}$ value ($3.886 > 2.028$) then H_0 is rejected H_a is accepted, which means that selection has an effect on crew performance. Judging from the coefficient of determination of 58.3%, which means that the Recruitment (X1) and Selection (X2) variables on Crew Performance (Y) are 58.3% and the remaining 41.7% is influenced by other factors.
3	(Wibowo et al., n.d.) Titisi Ari Wibowo, April Gunawan Malau, Damoyanto Purba, Ardy Nugraha	Analysis of the Mechanism of Crew Change on the Performance of the Crewing Department at PT Jasindo Duta Segara 2022	Replacement ship crew	The analysis conducted by the author on how the effect of the replacement crew mechanism (X) on the performance of the crewing department (Y) at PT Jasindo Duta Segara, so in this section the author will try to provide conclusions which will be described as follows: The results of the analysis on the effect of the replacement crew mechanism (X) on the performance of the crewing department (Y) at PT Jasindo Duta Segara with correlation analysis showed the value of $r = 0.882$. In this case, it can be proven that the effect of the crew replacement mechanism has a strong and positive relationship to the performance

4	(Nursa et al., n.d.) Annisa Nursa'adah, Febriana Putri Intania, Subandi ,S.Kom,MM, Dra, Hj. Siti Krisnawati S.Sos,M.Pd	CREW RECRUITMENT STRATEGY AT PT MCS INTERNATIONAL IN 2023	Ship crew recruitment	of the crewing department at PT Jasindo Duta Segara. And for the results using the regression coefficient, a simple linear regression equation is obtained, namely $Y = 2.253 + 0.954 X$ where if there is an increase in the quality of the crew replacement mechanism, there will also be an increase in the performance of the crewing department at PT Jasindo Duta Segara. From hypothesis testing with an error rate of 5% for all sample data taken, the crew replacement mechanism is proven to be positive and significant to the crewing department performance, the number tcount 11.251 > ttable 2.03011 means that there is a significant relationship between the crew replacement mechanism and the crewing department performance. PT MCS International depends on five basic competitive forces and not all other crew recruitment companies have the same potential. The purpose of this research is to find out the internal factors of PT MCS International in improving the crew recruitment strategy, to find out the external factors of PT MCS International in improving the crew recruitment strategy and to find out the implications of the crew recruitment strategy applied at PT MCS International. The research method used is qualitative with SWOT analysis consisting of Internal External matrix, 4K SWOT matrix and SWOT or TOWS matrix.
5	(Memenuhi et al., n.d.) ANNAS BAHTIAR	CREW CHANGE PROCESS AND CHALLENGES IN THE COVID-19 PANDEMIC ERA AT PT. TOPAZ MARITIM 2022	Replacement ship crew	This final project aims to find out the crew change activities at PT Topaz Maritim, because it is engaged in crew management, one of whose duties is to be responsible for the completeness of each crew ship handled. This research is a descriptive study with a qualitative method, with the object of research on the crew change activities of PT Topaz Maritim consisting of the finance division, and the operational division. The obstacles that occur in the form of ineffective work from home in every stage of crew turnover, as well as the government's recommendation to implement physical and social distancing which results in many risks and processes in every activity implementation at PT Topaz Maritim.

Analysis of the Main Root Problems and Solutions of the Inhibiting Causes of PT. BJM GLOBAL INDONESIA

Table 2. The Root of the Problem

ANALYSIS OF RECRUITMENT CONSTRAINTS AND CREW REPLACEMENT MECHANISMS FOR SMOOTH CREW MANAGEMENT AT PT. BJM GLOBAL INDONESIA 2023				
NO	Main Ranking Main Category Issues (Factors / Causes) (Big Bone)	Main Category Type (Factor/Cause) (Medium bone)	Question	Answers to the Root Cause of the Problem (Small Bones)
1	<i>Man (includes Labor, Skills, and Human Behavior that can affect Problems)</i>	Personal	Has there ever been any rejection of the crew of PT. BJM Global Indonesia? What are your causes?	A common problem was that during interviews with JSM International the crew was unable to answer these questions and the crew had a poor record on previous ships.

2	<i>Machine (Includes equipment, hardware, and mechanical systems that may contribute to the problem)</i>	Criterion	Who decides whether or not to accept the crew?	JSM International, pihak RIC PT. BJM Global Indonesia sent its candidates via gmail then JSM International representatives re-selected by conducting interviews where the decision was accepted or not the crew was accepted Conducting interviews with JSM International by video conference as well as checking the completeness of documents, the authenticity of certificates and the Crew Health examination. Have experience on Korean ships, at least 19 years old and maximum 50 years old, have complete documents and certificates valid for at least 12 months, have experience on Korean ships, able to speak English well, physically and physically healthy.
			What is the decision-making process?	
3	<i>Methode (Includes procedures, work methods, and systems used in the processes involved)</i>	Mechanism	What are the standard criteria for recruiting crew in the company?	Have experience on Korean ships, at least 19 years old and maximum 50 years old, have complete documents and certificates valid for at least 12 months, have experience on Korean ships, able to speak English well, physically and physically healthy. In accordance with the criteria and needs of requests on board, the process of checking documents, interviews with PT. BJM Global Indonesia then with JSM International representatives, visa making, medical check-up, and signing of sea work agreements.
			How is the recruitment stage of ship crew at PT. BJM Global Indonesia?	
3	<i>Methode (Includes procedures, work methods, and systems used in the processes involved)</i>	Mechanism	How is the Crew Change Process at PT. BJM Global Indonesia?	PT. BJM Global Indonesia is responsible for the crew change process when recruiting crew, interviewing with each related department, checking crew documents and certificates, ensuring crew is not listed in the Black list, implementing MCU, and binding contract processes with the Company, ensuring crew boarding schedules and taking care of every notice from the ship crew sent 1 month before the

4	Measurement (Includes instruments and measurement methods used to observe the quality or quantity of products or processes)	Procedure	What are the obstacles in recruiting ship crew at PT. BJM Global Indonesia?	contract period or request to get off the ship. Urgent crew recruitment requests in accordance with the position requested, required criteria, invalid certificates and documents, poor track record, costs during the recruitment process and limitations on the position of ship crew. Different questions during interviews between PT. BJM Global Indonesia and JSM International, the results of the assessment are not correct, Passive English, unable to answer the questions given. Crew Request from JSM International as well as PT. BJM Global Indonesia selects the crew according to the request, checks the documents and their completeness and attachments, then JSM International re-examines the documents and conducts interviews. If declared approved by JSM International, PT. BJM Global Indonesia conducts the process of medical check-up, visa, signing of sea work agreement and departure. PT. BJM Global Indonesia updated the waiting list control data carried out by the Deck / Engine Manager as the Person in Charge so that the crew rolling plan runs well. Make a policy to the ship owner so that the ship's Replacement Crew request is sent two months before the departure period of the replacement crew. Explain and convince the ship crew about the benefits
			Why is the Interview Results Process different?	
			What is the SOP for crew recruitment at PT. BJM Global Indonesia?	
			How are the steps taken by PT. BJM Global Indonesia in facing these challenges?	

5	Environment (Including physical and social environmental factors that can influence)	Condition How is the process of Replacement crew at PT. BJM Global Indonesia? What problems occur during crew replacement by PT. BJM Global Indonesia?	of working for Korean companies and provide input to ship owners as evaluation material. PT. BJM Global Indonesia is responsible for crew changes during crew recruitment, interviews for each related section, checking documents and certificates, ensuring crew are not listed on the black list, implementing MCU, binding contracts with the Company, boarding schedules, taking care of notices from ship crew sent at least 1 month before the contract period or requests to get off the ship. Replacement activities of ship crew during the control waiting list that is not ready / neat, sudden requests for ship crew, lack of interest of ship crew to work for Korean companies.
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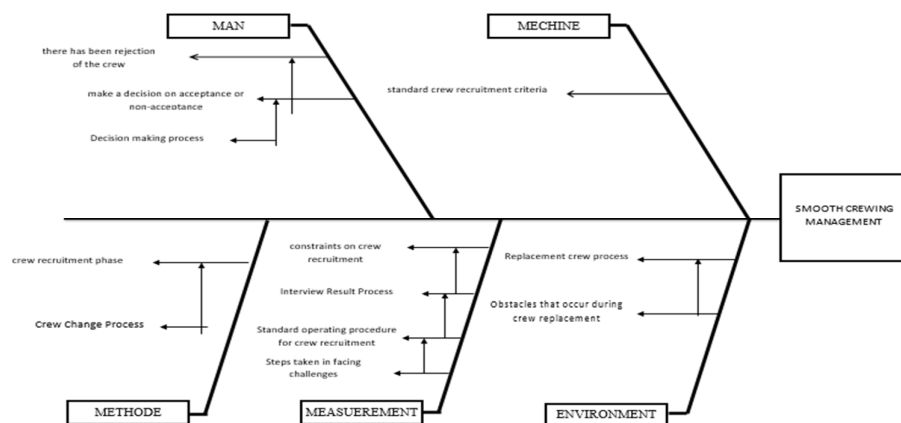


Figure 2. Fishbone Diagrams

Based on the main root of the problem, the author tries to find effective actions in the form of solutions to the root problems of Crew Recruitment and Ship Crew Replacement Constraints on Smooth Crewing Management. The author summarizes this solution based on observations of events in the interview results.

Table 3. Completion and Elaboration

ANALYSIS OF RECRUITMENT CONSTRAINTS AND CREW REPLACEMENT MECHANISMS FOR SMOOTH CREW MANAGEMENT AT PT. BJM GLOBAL INDONESIA 2023				
NO	Main Ranking Main Category Issues (Factors / Causes) (Big Bone)	Main Category Type (Factor/Cause) (Medium bone)	The root cause of the main problem	Solution (Small Bones)
1	<i>Man (includes Labor, Skills, and Human Behavior that can affect Problems)</i>	Personal	Because the company measures the level of capability and competence of the crew	The company pays more attention to the level of capability and competence of the crew. In this case, selective interviews are conducted according to company regulations.
2	<i>Machine (Includes equipment, hardware, and mechanical systems that may contribute to the problem)</i>	Criterion	Because the Company measures ship crew recruitment standards through company standardization	It is recommended for the Company to provide more opportunities to prospective ship crew so that prospective crew can implement the expertise possessed by prospective ship crew.
3	<i>Method</i> (Includes procedures, work methods, and systems used in the processes involved)	Mechanism	The company conducts shifting management to the ship's crew	The company should improve the Company's internal human resources and adjust the expertise of prospective crew to the division they need.
4	Measurement (Includes instruments and measurement methods used to observe the quality or quantity of products or processes)	Procedure	Crew recruitment through standardization	The company improves the rules made to standardize recruitment, in this case the ability of prospective ship crew can be more than the standardization that has been done.

5	Environment (Including physical and social environmental factors that can influence)	Condition	The company changes crew according to the contract	The company should pay attention to how the supporting facilities for the ship's crew.
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2. Conclusion

Based on the analysis and discussion in the previous chapter regarding the recruitment and replacement system of ship crew at PT. BJM GLOBAL INDONESIA For JSM International, the author has the following conclusions:

1. According to the results of the analysis, the factors that cause obstacles to smooth crewing management are: a) Personality; b) Criteria; c) Mechanism; d) Procedures; e) Conditions.
2. The main root causes of obstacles to smooth crewing management are as follows: a) Measuring the level of capability and competence of the crew; b) measuring ship crew recruitment standards through company standardization, c) shifting management to crew; d) ship crew recruitment through standardization; e) Changing crew according to existing contracts

3. Implications

After the author explains various things and concludes them, then the author tries to give advice to **PT. BJM Global Indonesia** which if it can provide benefits and help the company in making decisions in the future:

1. We recommend **PT. BJM Global Indonesia** evaluates the crew recruitment used to improve the rules made for recruitment standardization, in this case the ability of prospective ship crew can be more than the standardization that has been done
2. After knowing the roots of the problem in man, methode, measurement, machine, and environment. **PT. BJM Global Indonesia** should solve the root of the problem so that the cause and effect manifested in fishbone can be carried out
3. Then for future research, we hope to conduct further research on the analysis of the crew recruitment system for smooth crew management and expand this research with more complex research models such as adding variables or searching with different objects, so that it will again produce a better search.

4. Research limitations

This research has several limitations that can be used as a benchmark, reference and can be used as reference material for future researchers to be able to obtain and produce even better research work, the limitations of the study consist of the following:

1. There is limited research time so that researchers are not free and rushed in carrying out research.
2. There are limited data sources so that the results of the research are not optimal.
3. Hopefully this research can be useful for readers and can be used in the future.

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