

Recruitment Process and Quality of Seafarer Impacts on Seafarer's Satisfaction on Board by PT. KEB

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Abstract: The shipping industry relies on competent seafarers for safe and efficient operations. PT KEB is a certified Seafarer Recruitment and Placement Agency recognized by the Ministry of Transportation in Jakarta, Indonesia. This study evaluates the impact of the recruitment process and the quality of seafarers on seafarers' satisfaction on ships through PT KEB. The research was conducted at the PT KEB office in Jakarta using a quantitative method, using interviews and questionnaires with seafarer respondents, collecting data with an infinite population and a sample of 80 respondents which will later be distributed to all crew members employed at PT Karunia Empat Bersama. The analysis uses SmartPLS (Smart Partial Least Square) with SemPLS (Structural Equation Modeling Partial Least Square) and Regression. The results of the study show that the recruitment process of PT KEB has a positive effect on the quality and satisfaction of seafarers on the ship. Recruited sailors have the necessary qualifications and experience for their jobs and demonstrate a high level of satisfaction with their jobs and working conditions.

Keywords: *Seafarer Recruitment, Seafarer Quality, Seafarer Satisfaction, SmartPLS, SemPLS, Regression, PT KEB*

1. Introduction

The main asset of a company is human resources (HR). Human resources are the core of the production process. Because people as workers have different thoughts and feelings, the labor factor is the most difficult to overcome compared to other factors (Sidjabat et al., 2023). Human resource management is a way to attract, train, evaluate, and reward employees involved in the employment relationship. Businesses need the right recruitment and selection process (Rayendra & Yusuf Saputro, 2024).

Naval crewing companies, commonly known as naval shipping agencies, serve as providers of qualified seafarers for the vessels they command and operate. Optimal human resource performance in a crewing company is one of the keys to success in operational management in this organization. The recruitment process and the quality of seafarer could be important thing, as for the correct recruitment, at least it contains.

- vacancies, types and job descriptions available along with job requirements;
- mechanism of work on the ship;
- work environment on the ship;
- seafarer requirements;
- working conditions and terms, including salary, working time, rest time, leave, overtime and social security;
- completeness of placement documents; and

- costs charged to Seafarers, including: health checks, seafarer books, passports and other documents after visas (Sitorus, 2022). But on the other hand, the proliferation of illegal crew agency companies that do not carry out the recruitment process properly, namely with the birth of the Regulation of the Minister of Transportation No. 84 of 2013 concerning the Recruitment and Placement of Crew (hereinafter referred to as "**Permenhub 84/2013**"), the ease of establishing a Limited Liability Company ("**PT**") whose legal basis is regulated by Law No. 40 of 2007 concerning Limited Liability Companies (hereinafter referred to as "**UUPT 40/2007**") and the birth of Law Number 18 of 2017 concerning the Protection of Migrant Workers (hereinafter referred to as "**Law No. 18/2017**") which until now has no implementing regulations. Therefore, the proliferation of the crew agency business will have an impact on the increasingly weak supervision from the Indonesian Government to the crew agency business itself to the crew layer, as well as the weak data collection of crew members working on foreign ships because there are so many crew agency businesses as a result of the ease of establishing a business Crew Agency. The illegal method is more often taken by Indonesian crew members because the procedure is faster, and it does not take long so that the crew can immediately leave to work in kapa lasing. However, when violence and slavery occur, this illegal recruitment institution cannot provide legal protection in accordance with laws and regulations because the institution is not registered as an official recruitment institution. The weak legal protection for Indonesian crew members working on foreign ships is due to overlapping laws and regulations, a legal vacuum (Indira et al., 2015).

The rise of illegal crew agency companies that do not carry out recruitment procedures in accordance with the provisions of Permenhub 84/2013 has caused a decline in the quality of seafarers. Poor recruitment processes often ignore eligibility standards, such as competency and qualification requirements that seafarers are supposed to meet. As a result, seafarers recruited through illegal routes tend to lack adequate skills and expertise, which has an impact on their low performance on board. This condition also increases safety risks as unqualified seafarers may not be able to handle emergency situations or perform their duties properly, thus magnifying the potential for accidents and other operational problems on board.

This creates an additional workload for other sailors, worsens working conditions, and increases stress among the crew. Limited space on board and intense interaction over a long period of time can exacerbate situations when sailors do not have adequate interpersonal or technical skills.

The low quality of seafarers can also add to stress, both due to a lack of competence in handling daily work and due to an inability to manage conflicts or maintain good working relationships. Work stress arising from such conditions will result in decreased performance and can increase the risk of fatigue and accidents at sea, which in turn negatively impacts seafarers' satisfaction. Seafarers who feel unable to carry out their duties well due to lack of support or clarity of roles will also experience a decrease in job satisfaction, leading to low motivation and responsibility.

The limited space on board means that many people meet within a given time frame. Maintaining good relationships with other seafarers on the same ship is very important as it can lead to an uncomfortable working environment and decreased job performance, which in turn can lead to decreased seafarer job satisfaction, which in turn can lead to a reduced sense of responsibility.

For seafarers, the demands of work, including separation from family, cause work-family conflict (WFC), as individuals devote more resources, such as time, to work rather than devoting fewer resources to family.

In contrast, seafarers often experience significant psychological and physical stress, which often lasts for months. The perception of stress is mainly influenced by family relationships and lifestyle changes caused by social isolation. In this study, occupational stress can be caused by role ambiguity, time pressure, role conflict, and overwork at work. It has been shown that seafarers' occupational stress is related to WFC and mental disorders, and is a major cause of burnout and marine accidents. Stress reduces job satisfaction and inhibits seafarers from performing their duties well (An et al., 2020).

Presented below is the remainder of the paper. The proposed hypotheses are developed after a review of current theories on job satisfaction and an analysis of the state of seafarers' job satisfaction levels. Subsequently, a description of the online survey administration methods and post-survey interviews follows. Structural equation modeling is then used to analyze the gathered data. After presenting and discussing the analysis's findings, the report offers suggestions for further research possibilities (Yuen et al., 2018).

The results of previous research conducted by (Yuen et al., 2018). The purpose of this study is to determine the effect of recruitment process and performance quality on the job satisfaction of seafarers on board ship, which has particular relevance to shipping: recruitment process, performance quality, and job satisfaction. There are three objectives in this study. The first objective is to examine the influence of recruitment process, performance quality and job satisfaction on seafarers' self-reported performance. The second objective is to Analyze the Relationship Between Recruitment Process and Seafarer Satisfaction. Third, to Analyze the Relationship Between performance quality and Seafarer Satisfaction.

2. Literature review

Process

Any kind of operation performed by an organization is referred to as a process (Maamarah & Supramono, 2016). In addition, processes can be thought of as an organization's strategy for transforming resources into products and services (A. Sari & Alita, 2022). Can produce something in a systematic way or certain steps referred to as a process (Desty FebrianSEMM, 2022). A process is a collection of events or changes that occur during a particular progression (Khalijah et al., 2023). Process can be interpreted as a continuous process, constantly progressing and never stopping (Salam, 2020).

Recruitment

Recruitment, which means selecting competent people, is the first step in achieving organizational goals (Lina STITMA, 2020). Recruitment is about the actions that workforce planners have taken (Nurmasyitah et al., 2023). Recruitment is essentially an effort to get the right human resources to fill vacant positions (Azizah et al., 2022). Recruitment can be defined as the process of attracting, selecting and identifying the most appropriate candidates to be employed by a company (Harahap et al., 2022). Recruitment can be carried out in accordance with the process and stages that have been determined (A. I. Sari et al., 2023).

Quality

A product or service of high quality and value is called quality (Hanifah Salsabila et al., 2020). Quality is the combination of all characteristics of a product or service satisfying or satisfying a need (Baihaky et al., 2022). Quality is the relationship between goods, services, or services provided to customers that can meet expectations and make customers satisfied (Mamesah, 2020). The definition of quality is based on many criteria and is highly dependent on the situation, especially from the point of view of the producer responsible for creating the quality, as the definition of quality is based on a very broad, relative, changing and dynamic scope (Yusuf & Supriyadi, 2020). Service quality is defined as an effort to meet customer needs and desires and ensure information is provided promptly and in accordance with customer expectations (Pratiwi et al., 2022). Quality is a state of products, services, human resources, processes, and a closely related and dynamic environment that at least meets or even exceeds the expected quality of service (Sukmawati et al., 2022).

Seafarer

According to the Government Regulation of the Republic of Indonesia on Maritime Affairs, Article 1 Paragraph 3 Number 7 Year 2000, a seafarer is any person who has the competence or skills required to work as a seafarer on a ship. There are two types of seafarers: authorized seafarers and unauthorized seafarers (Hermawati & Suganjar, 2021). Seafarers can be defined as a group of workers who have unique characteristics because they work on ships sailing in international waters and often face different working conditions than workers on land (Suparman et al., 2024). Seafarers on board are strongly influenced by the level of competence possessed as stated in their certificate of expertise and inaugural certificate (Rahman et al., 2020).

Impact

Effect or influence are two terms that can be used to describe impact. Typically, every decision made by a person has a unique impact (Malimbe et al., 2021). Impact is anything caused that has a positive or negative effect (Notalin et al., 2021). Impact is a real change in attitudes and behaviors caused by the issuance of a policy (Telung et al., 2019). In addition to the impact, this can have an effect on the measures taken to implement internal controls (Rozaini & Harahap, 2023). Changes caused by certain activities are called impacts. This activity can be of natural origin, such as chemical, physical, or biological (Nugraha & Putri, 2023).

Satisfaction

Customers say they are satisfied with the experience of using or using the product, service or service (Armaniah et al., 2019). Feelings of satisfaction or disappointment arise when a person compares how they see the performance (or results) of a product with their expectations (Yuliana, 2012). Satisfaction is when someone uses a good or service to get a service, they feel satisfied, happy, and relieved (Hj. W. Suryani, 2020). Satisfaction is defined as the feeling obtained after a product or service meets customer needs and expectations (Masitoh et al., 2019). Satisfaction is an expression of people's emotions that arise after comparing their perceptions of the performance of a product (Anggaraeni, 2021). Satisfaction is a condition that describes the fulfillment and even exceeding customer expectations for a service or product or service carried out by the manager / producer / business actor (Yoga et al., 2020).

Ship

A ship is a large means of transportation and operates for a long period of time, so it requires supporting facilities such as rooms, toilets, kitchens, and the like (Suryani et al., 2020). Compared to other types of marine transportation, ships have a greater capacity to carry passengers and goods (Ardianus et al., 2017). The ship is a means of transporting people and goods at sea (Wahyuni, 2020). A ship is any type of water vehicle that can transport people or goods and is powered by an engine or sail and is made of various materials, such as wood, fiberglass, or steel (Hentri Widodo et al., 2024). Ships can transport people or goods over oceans or rivers by human, engine, or wind power (Putra Sandy et al., 2021).

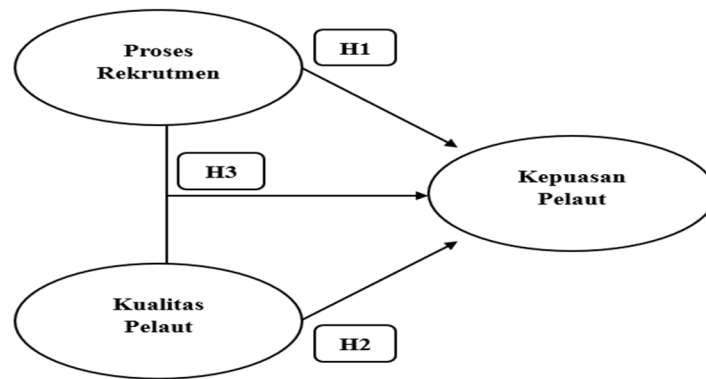


Figure 1. Hypothesis

This framework explains the concept of hypotheses that will be tested, namely (X1) Recruitment process, (X2) Seafarer quality, and (Y) Seafarer satisfaction, to determine the results of the hypotheses that will be tested.

Table 1. Measurement Variables

Variables	Dimensions	Indicators
Recruitmen Process (<i>X1</i>) The recruitment process is defined as a process to obtain prospective employees who have the ability to match the qualifications and needs of an organization/ company (Aisyah, 2018).	Information dissemination/ Sourcing Process	• Clarity of job vacancy information • Transparency and fairness in the recruitment process
	Selection of seafarer files	• File Completeness • Verification Process
	Seafarer selection test	• Selection process (tests, interviews, etc.)

<i>Seafarer Quality (x2)</i> Performance quality is a result that can be measured by the effectiveness and efficiency of a job done by human resources or other resources in achieving company goals or objectives properly and efficiently (Prianka, 2023).	Competence	• Productivity of sailors in completing tasks • Understanding of Safety Procedures • Ability in Emergency Situations • Discipline in following work procedures.
	Attitude	• Willingness to follow instructions from superiors without delay. • take responsibility for the tasks assigned and for any errors that may occur.
<i>Seafarer Satisfaction (Y)</i> Job satisfaction is a form of a person's feelings towards his job, work situation and relationships with coworkers. Job satisfaction can be influenced by various aspects, supervisor, work location, compensation received, career path received or other factors (Wardhani et al., 2015).	Compensation	• Salary received • Health benefits • Performance bonuses • Balance between salary and workload
	Relationships with colleagues	• Quality of interaction with colleagues. • A sense of comfort in communicating with the team.
	Work Environment	• Safety and comfort on board.

3. Research method

3.1. Study Design

This research used a quantitative research preparation with a survey method. Quantitative research methods are defined as research methods used to examine certain populations or samples, later data collection is carried out using research instruments distributing questionnaires, collecting data with an infinite population and a sample of 80 respondents which will later be distributed to all crew members employed at PT Karunia Empat Bersama. To determine the sample in this study using SmartPLS 4 software, SemPLS and Regression.

4. Results and discussion

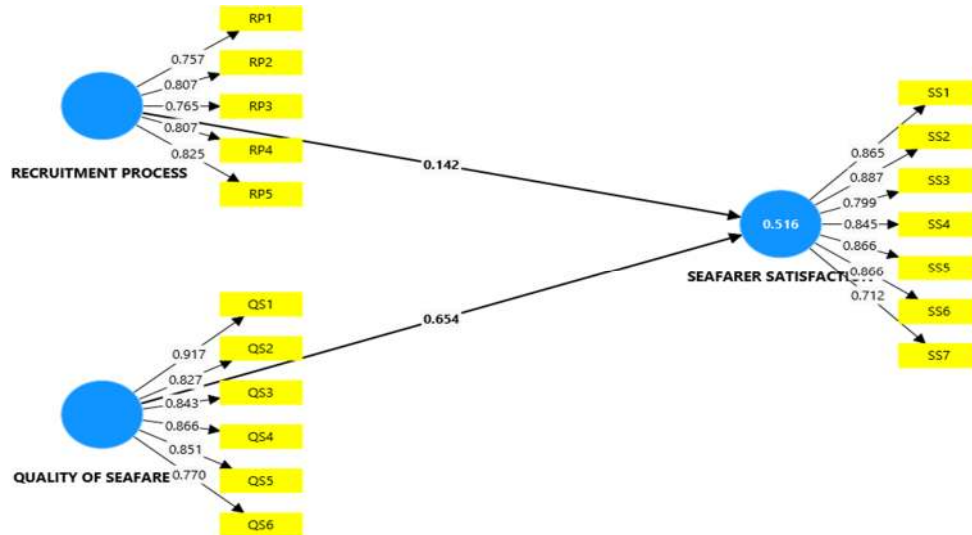


Figure 2. Initial Model

Direct Effect

Path models are diagrams used to visually display the hypotheses and variable relationships that are examined when SEM is applied. Path models are developed based on theory. Theory is a set of systematically related hypotheses developed following the scientific method that can be used to explain and predict outcomes. Thus, hypotheses are individual conjectures, whereas theories are multiple hypotheses that are logically linked together and can be tested empirically.

Reliability Testing

External weights are primarily related to relationships in reflective measurement models, and external loads are primarily related to relationships in formative measurement models (Sarstedt et al., 2021).

External model validation was also performed by examining the composite reliability values to determine the reliability of the study variables. The convergent validity of the measurement model can be seen from the correlation between item/dimension scores and construct scores. The Smart PLS output for factor loadings in Table 1 shows that all the indicators have factor loadings >0.70 (Handayani et al., 2023).

Table 2. Reliability Indicator

Variable	Composite Reliability	Cronbach's alpha	Result
Recruitment Process	0.894	0.877	Reliable
Quality of Seafarer	0.938	0.920	Reliable
Seafarer Satisfaction	0.942	0.927	Reliable

Concluded then that the construct had good reliability as the value obtained was >0.70

Validity testing

Based on the convergent validity testing results as presented in table 2, all of the indicators measuring the construct were declared valid for having outer loading factor of >0.60

Table 3. Outer Loading

	Recruitment process	Quality of seafarer	Seafarer satisfaction
RP1	0.757		
RP2	0.807		
RP3	0.765		
RP4	0.807		
RP5	0.825		
QS1		0.917	
QS2		0.827	
QS3		0.843	
QS4		0.866	
QS5		0.851	
QS6		0.770	
SS1			0.865
SS2			0.887
SS3			0.799
SS4			0.845
SS5			0.866
SS6			0.866
SS7			0.712

The Outer Loading table above shows the factor loading values for each indicator used to measure the three main constructs in this study:

Recruitment Process is measured by five indicators (RP1 to RP5), with loading values ranging from 0.757 to 0.825. These values indicate that all indicators have a significant contribution in explaining the recruitment process construct, with RP5 (0.825) being the strongest indicator.

Quality of Seafarer is measured by six indicators (QS1 to QS6), with loading values ranging from 0.770 to 0.917. QS1 has the highest outer loading value (0.917), indicating that this indicator is the strongest in measuring seafarer quality.

Seafarer Satisfaction is measured by seven indicators (SS1 to SS7), with loading values ranging from 0.712 to 0.887. SS2 has the highest outer loading value (0.887), indicating a strong contribution in measuring seafarer satisfaction, while SS7 has the lowest loading value (0.712), indicating a relatively lower contribution.

Overall, the high outer loading values indicate that the indicators used in this study effectively measure the construct in question, supporting the validity of the measurement model used.

Tabel 4. Discriminant Validity – Heterotrait Monotrait Ratio (HTMT)

	Quality of seafarer	Recruitment process	Seafarer satisfaction
Quality of seafarer			
Recruitment process	0.310		
Seafarer satisfaction	0.756	0.322	

The results of the discriminant validity test using the Heterotrait-Monotrait Ratio (HTMT) show that all pairs of constructs in the research model have adequate discriminant validity. The HTMT value for the pair “Quality of Seafarer” with “Recruitment Process” is 0.310, for “Quality of Seafarer” with “Seafarer Satisfaction” is 0.756, and for “Recruitment Process” with “Seafarer Satisfaction” is 0.322. All of these values are below the common threshold of 0.90, which indicates that each construct in the model is sufficiently distinct from each other. Thus, these results confirm that the constructs in the model have good discriminant validity, which is important for the overall validity of the research model.

In table 4 there is a unidirectional relationship between variables. Hypothesis testing is carried out at the 5% significance level, accepted if $T_{count} > 1.79$ (T table) and $p < 0.5$. The results of hypothesis testing obtained by bootstrapping smartpls are presented in Table 1.

Table 5. Path Coefficients, Summary ANOVA and T-Values

Hypotheses	T statistics ($ O/STDEV $)	VIF	STD	P values	Result
Recruitment Process -> Seafarer Satisfaction	1.882	1.161	0.076	0.046	Accepted
Quality of Seafarer -> Seafarer Satisfaction	8.429	1.161	0.080	0.000	Accepted
Recruitment Process and Quality of Seafarer -> Seafarer Satisfaction (Regression)	2.0	1.079	0.364	0.000	Accepted

Based on the data presented in the table above, it can be seen that the recruitment process and seafarer quality both have a positive and significant influence on seafarer satisfaction. A good recruitment process, with a T-statistic of $1.882 > 1.79$ and a P-value of $0.046 < 0.05$, was shown to significantly increase seafarer satisfaction. Seafarer quality also had a very strong influence with a T-statistic of $8.429 > 1.79$ and a P-value of $0.000 < 0.05$, indicating that the higher the quality of seafarers, the higher their satisfaction. Regression analysis combining these two variables yielded a T-statistic of $2.0 > 1.79$ and a P-value of $0.000 < 0.05$, indicating that together, an effective recruitment process and high seafarer quality significantly increase seafarer satisfaction. In conclusion, all three hypotheses are accepted.

Model Goodness of Fit Test

Taking after information investigation performed with the SmartPLS 4 computer program, the R-square and Q-square values were procured as takes after.

Tabel 6. Model Goodness of Fit Test

Variable	R-square
Seafarer Sastisfaction (Y)	0.516

Source:Proessed by researchers using SmartPLS 4

Based on the presentation of data in the table 4.2 above, it can be seen that the *R-Square* value for the seafarer satisfaction variable is 0.516. The acquisition of this value explains that the percentage of seafarer satisfaction can be explained by the recruitment process and the quality of seafarer.

The assessment of goodness of fit is known from the Q-Square value. The Q-Square value has the same meaning as the coefficient determination (R-Square) in regression analysis, where the higher the Q-Square, the model can be said to be better or more fit with the data. The results of calculating the Q-Square value are as follows:

$$\begin{aligned}\text{Q-Square} &= 1 - (1 - R^2) \\ &= 1 - (1 - 0.516) \\ &= 1 - 0.484 \\ &= 0.516\end{aligned}$$

From the calculation results above, a Q-Square value of 0.516 is obtained. This value shows that most of the diversity in the research data can be explained by the research model, which is 51.6%. Meanwhile, only about the remaining 48.4% was explained by other factors that were beyond the scope of this research model. Therefore, the results of this study show that this research model has a moderate level of goodness of fit.

Based on the data obtained in table above, it can be seen that the R-Square value for the seafarer satisfaction variable is 0.516. The results of this value show that about 51.6% of seafarer satisfaction levels can be explained by recruitment process and quality of seafarer. And less 48.6% to get moderate results in recruitment process and quality of seafarer where the results outside this study such as family and personal life relationships, refers to aspects of personal life and the balance between work on board and life off board. This is an important section as seafarers working conditions, often away from home and for long periods of time, can have a significant impact on their psychological and emotional well-being, which in turn affects job satisfaction.

Tabel 7. F-Square

	Quality of seafarer	Recruitment process	Seafarer satisfaction
Quality of seafarer			0.761
Recruitment process			0.036
Seafarer satisfaction			

The results of the F-square analysis show that “Quality of Seafarer” has a very large impact on “Seafarer Satisfaction” with a value of 0.761, indicating that improving the quality of seafarers significantly affects their level of satisfaction. In contrast, “Recruitment Process” has a much smaller effect on seafarer satisfaction, with an F-square value of 0.036. This suggests that while the recruitment process contributes, its impact on seafarer satisfaction is not as great as that of seafarer quality itself.

Tabel 8. PLS-Predict

	Q ² predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE	PLS-SEM-LM(RMSEA)	PLS-SEM-LM(MAE)
SS1	0.368	0.917	0.717	0.933	0.777	-0.016	-0.060
SS2	0.382	0.921	0.741	0.986	0.764	-0.065	-0.023
SS3	0.246	0.901	0.676	0.992	0.792	-0.091	-0.116

SS4	0.327	0.804	0.604	0.875	0.683	-0.071	-0.079
SS5	0.401	0.970	0.801	1.028	0.820	-0.058	-0.019
SS6	0.394	0.850	0.677	0.925	0.751	-0.075	-0.074
SS7	0.162	0.958	0.735	1.005	0.805	-0.047	-0.070

The PLS-Predict table above shows that the SemPLS model has better predictive ability than the linear regression model (LM) for all indicators (SS1 to SS7), which is indicated by the positive Q^2_{predict} value and the negative SemPLS-LM (RMSE) and SemPLS-LM (MAE) values. This means that SemPLS consistently produces lower prediction errors than LM. The largest difference is seen in indicator SS3, where SemPLS shows a significant advantage in terms of prediction with a difference in RMSE of -0.091 and MAE of -0.116. In contrast, indicator SS1 shows the smallest difference between SemPLS and LM, but SemPLS still provides better predictions. Overall, this table indicates that the SemPLS model is more effective in predicting the variables under study compared to the linear regression model, making SemPLS a better choice for predictive analysis in this study.

5. Conclusion

Based on the data that has been presented in the previous chapter, it can be concluded that the recruitment process and seafarer quality have a significant impact on seafarer satisfaction on board. A well-structured recruitment process, which includes steps such as information dissemination and proper file selection, was shown to improve seafarers' satisfaction. However, the quality of seafarers, which includes aspects such as adherence to procedures, competence, and work attitude, has a stronger influence on their satisfaction. The regression analysis conducted shows that when these two variables are combined, they significantly increase seafarers' satisfaction. The model was able to explain 51.6% of the variation in seafarers' satisfaction, indicating that these factors play an important role, although there are other factors outside of the model that also affect satisfaction, such as work-life balance, which could also potentially affect seafarers' satisfaction.

6. Implications

The implications of the results of this study suggest that shipping companies need to focus on two main things to increase seafarer satisfaction: improving the recruitment process and improving the quality of seafarers. A better recruitment process will ensure that only seafarers with appropriate qualifications are recruited, thereby reducing the risk of job dissatisfaction. In addition, improving the quality of seafarers through continuous training, coaching and periodic evaluation will ensure that seafarers have the right skills and attitudes to work efficiently and be satisfied with their jobs. Furthermore, companies should also consider aspects outside of work, such as family support and work-life balance, which although not addressed in this study, can have a significant impact on seafarers' overall satisfaction.

The results of this study are expected to contribute ideas, input and information that can be used for companies to be taken into consideration in implementing strategies related to customer satisfaction.

7. Research limitations

In conducting this research on the recruitment process and seafarer quality on seafarer satisfaction on board at PT KEB, several limitations were encountered that could affect the generalizability and interpretation of the findings:

Sample Size and Diversity: This study was conducted with a limited sample size of seafarers at PT KEB. This may not be fully representative of the wider seafarer population in Indonesia or other regions. A larger and more diverse sample may provide a more comprehensive insight into the recruitment process and its impact on seafarer satisfaction.

Geographical Limitations: This study focused exclusively on PT KEB, a specific agency in Jakarta. The findings may not be applicable to other maritime agencies or companies operating in different geographical locations, where recruitment practices and seafarer quality may vary significantly.

Self-Reported Data: The data collected relies on self-reported surveys by seafarers regarding their satisfaction and perceptions of the recruitment process and seafarer quality. This may introduce bias, as respondents may give socially desirable answers rather than their actual feelings or experiences.

Temporal Factors: The study was conducted within a specific time frame, which may not take into account changes in the maritime industry, such as regulatory shifts, economic conditions, or technological advancements that may affect recruitment practices and seafarer quality to seafarer satisfaction over time.

Limited Scope of Variables: This study mainly focuses on the impact of the recruitment process and seafarer quality on seafarer satisfaction, which may overlook other critical factors such as training, family support, work environment, and organizational culture that also play an important role in overall job satisfaction and performance.

Given these limitations, future research can build on this study by addressing these gaps, using a larger and more diverse sample, and exploring additional variables that influence the impact of seafarer recruitment and quality on seafarer satisfaction.

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