Manning Agencies Recruitment Process in Tanzania: Challenges and Strategies

Haruna Hatibu Ally
Dar es Salaam Maritime Institute
Department of Maritime Transportation

Dr. Wilfred Johnson Kileo
Dar es Salaam Maritime Institute

Dr. Msabaha Juma Mwendapole
Dar es Salaam Maritime Institute

Abstract:- The shortage of qualified seafarers has already been identified as a global issue that is more likely to worsen in the immediate future. Thus, increasing attention needs to be given to the challenges that recruitment process of qualified seafarers encounter in order to stabilize the flow of skilled crew to the global shipping industry. Therefore, the aim this paper is to discuss the challenges facing manning agencies in recruitment process which is one of the key emerging sources of crew supply to the global shipping industry and finally to propose some strategies for the solutions. This study used a descriptive and interpretive research design, employing both quantitative and qualitative techniques. Various data collection methods, including interviews, questionnaires, and document analysis, were used. Specifically, a case study research involving the DMI manning agency is used to highlight the challenges confronting the current recruitment process of Seafarers in Tanzania. With regards to recruitments it was found out that skills shortage, competition from other industries, document's validity as well as new technologies and regulations are pertinent issues that need to be addressed by manning agencies in Tanzania. This study recommends that the manning agencies should launch joint training programs with various maritime Institutes and Universities involved in the training of seafarers by investing in the acquisition of learning resources and equipment. This will enable manning agencies to obtain competent and qualified seafarers as will feed information to institutes on the market need hence training institutes to train with respect to the market needs.

Keywords:- Manning agencies; Qualified Seafarers; Recruitment Process; Skills Shortage.

I. INTRODUCTION

The performance of the shipping industry depends on recruiting qualified seafarers (Zhang and Tong, 2020; Mitroussi, 2018). Thus; the maritime industry needs to ensure the presence of skilled workers that can operate and manage ships effectively and efficiently. This is because; largely international trade depends on the shipping industry. There are about 1.9 million seafarers globally, where 0.9 million are officers and 1.04 Million are rating largely came from the Philippines, Russia, Indonesia, China, and India while Africa is lagging behind (Hurte et al (2023). A comprehensive seafarers' employment recruitment spectrum is quit a difficult task (Mitroussi, 2018). This has led to a question of the suitability of shipping companies' seafarers hence complication as far as employment of seafarers is concerned (Zhang and Tong, 2020).

The world fleet is estimated at 1,545,000 ships with 790,500 officers and 754,500 measures (ICS, 2018). The number of seafarers is approximately 1,647,500, of which 774,000 are officers and 873,500 crew (ICS, 2022; Sudewo, 2023). This represents more than 102,500 passengers, mainly ordinary passengers. However, China, the Philippines, Russia, Indonesia, India, and Ukraine hold the world list of those who boarded this ship. While China and the Philippines dominate the seafarer market in the global labour market, the Philippines is heavily influenced by domestic and international demand for available products for Marine Corps sailors (Ojala, 2023 and Hossain et al., 2023). However, the job requires seafarers' international trade deficit, which has become a major problem in international trade (ILO, 2016; Anuary, 2023).

Seafaring is a profession, a service to people, and a way of life (Nautilus, 2010; Drury, 2014). But even if seafarers are affected, employment opportunities are unattractive and ill-advised because weak workers who like bad sailors and bad ship owners are not hired (Ship-owners Club, 2019; Pantouvakis et al., 2023).

Maritime activity has become the most international business. Ships cross international borders and are piloted by sailors from many nations. In addition, sailing has become not only a job but also a way of life on board (Hurte et al., 2023 and Ojala, 2023). Recruitment of seafarers is common in the maritime industry. The Maritime Labour Convention therefore

requires the flag state to monitor and approve export agents within its jurisdiction to protect seafarers from being attacked by unfair employers (Worbal et al., 2022). By law, ship-owners must use contracts to recruit seafarers working only in their own country (IMO 2015). However, recruitment services to be performed by individuals or their ship-owners also require a license from a competent country (Anuary, 2023; Boewe, 2023).

According to Galam, (2018) and UNCTAD, (2019) seafarers' adequacy of current training standards is questioned, particularly African trained seafarers, whether officers are equipped to transition from on-ship control to managing vessels (Ojala, 2023). Due to the lack of assurance of performance of newly employed seafarers, manning agencies have been cheeped in, to bridge the gap between the ship-owner and the seafarers (Pantouvakis, et al., (2023). Thus, the manning agency performs; advertising seafarer job vacancies, receives and appraises applications from candidates, and proposes seafaring candidates to the shipping on shipping company.

The effectiveness of manning agencies in recruiting qualified seafarers in Tanzania is the motive behind this study. This is because the shipping industry in Tanzania has been very vital in the country's economic development and as a main route for international trade and transportation (Anuary, 2023). The basis for the success of the shipping industry is skilled seafarers who ensure the efficient operation of the sea (UNCTAD, 2018, ILO, 2019). Manning agencies act as intermediaries between passengers and ship owners and are important in recruiting qualified personnel. However, a comprehensive assessment of the performance of labour unions and their impact on the recruitment of seafarers is needed (Worbel et al., 2022; Ship Owners Club, 2020).

The study focused on assessing the Challenges facing manning agencies in the employment of qualified seafarers and proposes some strategies for the solutions, looking specifically at the cases of Dar es Salaam Maritime Institute as manning agencies in Tanzania.

II. LITERATURE REVIEW

According to Ruggunan, and Kanengoni, (2017), South Africa has a good reputation in the international labour market thanks to its recognition by the water agency. Marine Institutes are recognized by the International Maritime Organization (IMO). Despite competition from graduate training facilities, South Africa still trains approximately 120 crew per year (Ruggunan, and, and, and Kanengoni,2017). According to the SAMSA 2018/2019 Annual Work Plan, South Africa aims to develop seafarer skills to train 1,200 seafarers and 720 crew to operate South African flagged ships. Online research shows that, like India and the Philippines, South Africa has a large number of certified maritime bodies.

There are many colleges and universities in South Africa that provide maritime education and training as well as maritime activities and research (Lambert, 2017).

According to Lambert, (2017) reveal that the quality of seafarer education and training provided in South Africa attracts young people of different nationalities in the country as well as in neighbouring countries such as Namibia, Kenya, Angola and Mauritius. Thus, South Africa provides highly skilled seafarers to the global trade market.

In addition, South Africa's Seafarers' Employment Convention recognizes the rights of seafarers, including seafarers' health plans. Similarly, unions in South Africa play an important role in promoting the protection and advancement of South African seafarers. One important role played by unions is the agreements signed by unions, particularly the South African Transport and Allied Workers Union (SATAWU) and Unicorn Shipping, which represent Seafarers. These agreements include payment agreements and mutual agreements. Additionally, South African law provides comprehensive protection for seafarers' rights. Similarly, South Africa has maritime laws and courts to help bring seafarers to justice under the Maritime Jurisdiction Regulations 1983.

According to the Seafarers International Research Center - SIRC (2003), more than one-third of seafarers working on international ships are employed by the Philippine Overseas Employment Administration (POEA), the governing body for Filipino seafarers (Hossain et al., 2023; Amante, 2003). The Philippine economy is growing because seafarers play an important role in the country's economy through remittances. However, seamen play an important role in the recruitment of Filipino seafarers, although some are hired directly by ship owners. According to SIRC, Filipino seafarers were recruited from more than 417 recruitment centers in Manila under the Overseas Employment Administration (POEA) in 2003, and more than 209,953 seafarers were employed in 2002. POEA is a government agency created to regulate the work of seafarers. in the Philippines.

The Labor Code promulgated by the POEA regulates the fundamental rights and benefits of seafarers, including working hours, holidays, reimbursement and complaints resolution, returns and other rights and benefits for passengers. In addition, the position and working period are listed, to be renewed periodically, not exceeding 9 months.

Moreover, the training for seafarers in the Philippines is also divided into two groups: First, seafarers who want to work on board must go for a four-year program, and the other is seafarers who cannot accept the first choice but cannot accept the first choice. He wanted to work for. Ships have the opportunity to train for four years. 10-year plan. One-day training programs are accredited by institutions that meet IMO

requirements (DOLE, 2019). Additionally, maritime education and training is important in the Philippines; students attend marine engineering education after 10 years of higher education (Amante, MS 2003). According to Amante M. S. (2003) stated that there are 76 universities and 41 educational institutes providing maritime education and training in the Philippines. This process gives Filipino seafarers the opportunity to participate in the maritime industry.

A study by Anuary (2023) studied on the recruitment of foreign and local seafarers versus local seafarers in Peninsular-Malaysia. The study aimed at comparing foreign seafarer's employability. The study applied statistical techniques and findings revealed that majority of the ship-owners in Malaysia tend to hire a higher proportion of local seafarers compared to foreign.

According to the statistics of Indian seafarers on the portal of Director General of Shipping, India, the total number of Indian seafarers in 2017 is 154,339; these include 62,016 senior officers, 82,734 ordinary seamen factors and 9,589 deck and engineering cadets. India has passed the Maritime Industry (Employment and Licensing of Seafarers) Act, 2016, which provides for recruitment and employment responsibilities under Rule 5(1) of the Act. In addition, Article 2 of the Law requires employees to submit a monthly report to the Board of Directors. Provisions:

"The Personnel and Services Agency shall publish monthly reports in Form I before the 12th day of each subsequent month, as determined by the Director of Delivery".

The above regulations provide recruitment agencies with the application and enforcement of policies as well as it provides a general framework for surveillance. The law also establishes the protection of the rights and health of seafarers and other laws to protect seafarers from exploitation and thus provide seafarers with good working and living conditions. According to the report of the Director General of Shipping of India dated March 14, 2018, Indian seafarers are personally selected by ship-owners or registered employees and placed on merchant ships.

The effectiveness of manning agencies in Tanzania depends much on the quality of seafarers. Seafarers' qualification goes further to education and training standard, skills, time of sea skilful instructors, on-board training, practical oriented teaching, and sufficient funding sources.

Education and training of seafarers much depends on the quality of education and training obtained in maritime institute. Maritime education and training particularly training for seafarers are regulated internationally by the International Maritime Organization's (IMO) through the Convention of STCW, 1978 as amended. Seafarers who obtained education on recognized institute and obtained skillfully training

contribute to performance of good work on board the ship Piñeiro, (2019).

Skills of seafarer depend much on seamanship obtained on-board the vessel. A good sailor must have many skills, including seamanship skills such as tying knots, navigation skills such as chart and chart reading, and communication skills to work effectively with other workers on the ship. The primary duty of a Seaman First is to ensure that all equipment on board is in good working order (Progoulaki and Roe, 2011).

Skillfully instructors play an important role in maritime safety. They teach and train new and existing ship crews to be efficient and safe, ultimately providing a safe and sustainable transportation system. To help instructors do their job correctly, the International Maritime Organization (IMO) has developed a variety of IMO courses (IMO, 2019).

Training seafarers on board is an important part of developing the skills necessary for better performance. Real-life experience in a business environment is a great way to learn. The STCW 2010 Rules and the ISM Code recognize the value of such training and place the responsibility on the board of directors to provide training for management personnel (ISM Code 2015).

Seafarer training programs should be integrated, ongoing and adequately funded, taking into account current needs and planning and development in the maritime industry. Where necessary, the government should provide financial support to educational programs run by local governments or private organizations. These grants may be used in the form of grants, land grants, buildings or demonstration equipment (such as boats, engines, navigation equipment and other equipment), the provision of free instructors, the payment of student allowances, or the payment.

III. METHODOLOGY

This study used a descriptive and interpretive research design, employing both quantitative and qualitative techniques. Various data collection methods, including interviews, questionnaires, and document analysis, were used. The study focused on the population of Manning Agencies and training institutions, which are important in training and recruiting seafarers in Tanzania, particularly in the Dar es Salaam area. The targeted population consisted of on board crew members and seafarers working in the engine room and deck department. Sampling for this study was done using purposive sampling for interviews and simple random sampling for the questionnaire. The sample size was determined using the Slovin formula, resulting in a sample size of 144 respondents. Primary data was collected through interviews, questionnaires, and field observations. Questionnaires were distributed to seafarers, marine officers,

marine instructors, and stakeholders in the maritime industry. Interviews were conducted with manning agencies and seafarers' organizations. Secondary data from reports and other sources related to recruitment in the maritime industry were also used. The study employed both quantitative and qualitative data analysis techniques. Quantitative data analysis involved multiple regressions and the use of Statistical Package for Software Systems (SPSS). Qualitative data analysis was conducted through content analysis of interviews. Ethical considerations were followed, including obtaining management approval and ensuring confidentiality of information provided by respondents. Validity and reliability of data were ensured through pilot research, triangulation of data collection tools, and reliability testing using Cronbach's alpha. The scope of the study focused on the role of Manning Agencies in recruiting qualified seafarers in Tanzania, specifically in the maritime transportation line. However, a limitation of the study was the cooperation from interviewees, which was addressed by establishing trust and explaining the purpose of the study.

IV. RESULTS

The study was to examine challenges facing manning agencies in the recruitment process in Tanzania and to proposed appropriate solutions. The findings for this study presented based on mean, standard deviation, Model Summary, ANOVA and regression equation.

➤ *Predictors of Challenges Affecting Effectiveness of Manning Agencies.*

This section presents the mean and standard deviation of findings based on individual responses on the statements asked. Table 1 below illustrates the findings of the study:

Table 1: Challenges Affecting Effectiveness of Manning Agencies.
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Skills shortage	133	1.0	3.0	1.805	.6567
Competition from other industries	133	1.0	4.0	2.481	.9582
Documents validity	133	1.0	4.0	2.083	1.0003
New technologies	133	1.0	4.0	2.211	.9851
Valid N (list wise)	**133**				

Source: Field Data, (2024)

Table 1 above show that Skills shortage is one of the challenges facing manning agencies in the recruitment process had a mean of 1.805 (60%) and standard deviation of 0. 6567, competition from other industries affect effectiveness of manning agencies had a mean of 2.481(62%) and standard deviation of 0.9582, documents validity affect effectiveness of manning agencies had a mean of 2.083 (52%) and standard deviation of 1.0003, new technologies affect effectiveness of manning agencies had a mean of 2.211 (55.3%) and standard deviation of 0.9851.

These data depict that the mean range for studied challenges affect effectiveness of manning agencies was 1.805-2.481 which equates (60%-52%), implying that, the average impact of challenges affecting recruitment in manning agencies thus, the identified challenges play a significant percent in affecting manning agency operations.

All predictors have been found to have challenges to the effectiveness of Manning Agency recruitment, such as skills shortages, competition from other industries, document validity, and new technologies.

➤ *Model Summary on Challenges Affecting Effectiveness of Manning Agencies*

This part presents the challenges affecting effectiveness of manning agencies with predictors such as skills shortage, competition from other industries, documents validity, and new technologies. Table below provides the summary model.

Table 2 Summary Model.
Model Summary

Model	Change Statistics				
	R Square Change	F Change	df1	df2	Sig. F Change
1	.44ᵃ	2.002	3	129	.007
a. Predictors: (Constant), Connection of manning agencies with marine training institutions can make manning, Use of recruitment technologies can make manning agencies effectiveness, and Sufficient time of job advertisement can make manning agencies effective.					

The findings depicts that 44% of challenges that effect manning agencies are explained by predictors such as new technologies, documents validity, skills shortage and competition from other industries. The remaining 45% can be explained by other factors.

Table 3 ANOVA Test on Challenges Affect Effectiveness of Manning Agencies

This part illustrates the significant level of the model in explaining the challenges affecting effectiveness of manning agencies as per the first objective of the study. Table below presents the ANOVA test.					
ANOVAᵃ					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	16.510	4	4.127	7.513	.000ᵇ
1 Residual	70.317	128	.549		
Total	86.827	132			
a. Dependent Variable: Extent to challenges identifies affect effectiveness of manning agencies					
b. Predictors: (Constant), New technologies regulations affect effectiveness of manning agencies, Documents validity affect effectiveness of manning agencies, Skills shortage affect effectiveness of manning agencies, Competition from other industries affect effectiveness of manning agencies					

Table illustrates that identified challenges as predictors challenges such as new technology regulations, skills shortages, completions from other industries have significance level of 0.000 hence the model is very importance in identifying the challenges affecting the effectiveness of manning agencies.

➤ *Predictive Ability of Challenges Affecting Effectiveness of Manning Agencies*

This part demonstrates multiple regression analysis challenges affect effectiveness of manning agencies regard to statements asked to respondents as per the second objective. Respondents were asked to rate the following statements according to their view at what extent the following challenges affect effectiveness of manning agencies from strongly agree to strongly disagree; skills shortage affect effectiveness of manning agencies, competition from other industries affect effectiveness of manning agencies, documents validity affect effectiveness of manning agencies, new technologies regulations affect effectiveness of manning agencies as per the second study objective:

Table 4 , All Predictors such as Skills, Competition from other Industries, Documents Validity, and New Technologies Regulations

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.572	.266		5.915	.000
Skills shortage affect effectiveness of manning agencies	-.159	.119	-.129	-1.334	.015
1 Competition from other industries affect effectiveness of manning agencies	.303	.094	.358	3.227	.002
Documents validity affect effectiveness of manning agencies	-.167	.067	-.206	-2.495	.014
New technologies regulations affect effectiveness of manning agencies	.082	.087	.100	.947	.005

The findings in Table 2 indicate that, all predictors such as skills, competition from other industries, documents validity, and new technologies regulations found to have significance level on effectiveness of manning.

This findings repel with studies by Boewe (2023) who reported that there is questionability of services provided by manning agencies as it has been found to be involved in the recruitment of seafarers with false and forged credentials. Thus, accept the alternative hypothesis and reject the null hypothesis. Table 2 signifies the studied challenges such as shortage of skills, competition from other industries, applicants credential validities, and new technologies have significance challenges on the effectiveness of manning agencies since the signifies level show findings less than 0.015 such as 0.002, 0., 0.014, and 0.005 respectively.

From Table 4 the following equation was developed

$Y = -0.159X_1 + 0.303X_2 - 0.067X_3 - 0.082X_4 + 1.572$
Where as
Y= Challenges Affecting manning agencies,
X1= Shortage of skills
X2= Competition from other industries
X3 = Applicants validity of credentials
X4 = New technologies

The above equation can be interpreted as follows: a unit decrease in skills shortage by 0.159 leads to increase in challenges to attain effective manning agencies, an increase in level of competition manning agencies with other industries that require maritime expertise by 0.303 results to decrease on manning agencies to attain effectiveness in recruitment while the increase in applicant's credentials validity cause a decrease

of 0.067 in manning agencies effectiveness to recruit competent maritime expertise. Also, a decrease in use of new technologies of manning agencies by 0.0832 leads to increase in challenges on the effectiveness manning agencies to recruit competent seafarers. On the other hand, once all variables would be zero, the recruitment process by manning agencies can increase by 1.572 units.

The study was able to determine recruitment process predictors the identified challenges affecting the effectiveness of manning agencies in recruitment of maritime expertise. Predictors revealed that all components were significant and had great impacted the effectiveness of recruitment process by manning agencies.

The study findings relate to other study results such as Galam, (2019), UNCTAD, (2018) and Ojala, (2023).These studies about seafarers found that challenges for incapable maritime expertise relate to recruitment processes. Though they didn't directly focus on manning agencies as a way to curb the challenges of the poor expertise in maritime professionalism, they recommended an intermediate body special for vilifying the credentials of seafarers, as they also identified skills shortages and invalid credentials as challenges to the effectiveness of maritime institutions performances.

V. CONCLUSION

The study alerts the maritime industry to the challenges related to management agencies. The study comments that there is a shortage of skills, competition from other industries that need maritime expertise, insufficient document verification, and the introduction of new technology and regulations in the maritime industry. These predictors were found to be among the causes of ineffective maritime expertise recruitment by management agencies; thus, efforts must be invested to find solutions to these challenges to attain effective recruitment of maritime expertise.

RECOMMENDED STRATEGIES

Based on the findings of this investigation, the following recommendations are put forth for challenges that affect effectiveness of manning agencies:

➢ Mechanisms for monitoring seafarers' recruitment process in the country should be established and implemented to protect seafarers' rights and welfare and minimize the possible scam/fraud associated with seafarers' recruitment.
➢ Seafarers' database should be established to ensure that the record of seafarers is maintained. In doing so, it could help to monitor not only seafarers' records on their engagement and discharge but also the compliance and enforcement of seafarers' related recruitment services in the isles. Moreover, data base will enable manning agencies to have a variety of readily available seafarers especially where the employing institute need a seafarer with very limited time.

➢ Manning agencies should launch joint training programs with the various maritime universities and colleges involved in the training of seafarers in Tanzania by investing in the acquisition of learning resources and equipment. This will enable manning agencies to obtain competent and qualified seafarers as will feed information to institute on the market need hence training institute to train in respect to the market needs.
➢ The maritime policies including seafarers' recruitment and retention policy should be motivating to attract and promote seafarers' employment both in the country and abroad. This should be in line with the establishment of full equipped maritime institutions with modern training facilities that could be accredited by the IMO to provide seafarers' education and training for maritime expertise such as ratings and officers. In retention side as maritime expertise are needs with a multitude of industries, maritime industry has to remunerate competitively to make them work in maritime based activities.
➢ Mechanisms for monitoring seafarers' recruitment services in the country should be established and implemented to protect seafarers' rights and welfare and minimize the possible scam/fraud associates with seafarers' recruitment hence manning agencies should be strongly enabled in collaboration with maritime training institutions to complement each other.

REFERENCES

[1]. Abeyratne, R. I. (2017). Seafarer supply, demand and mobility: An overview. WMU Journal of Maritime Affairs, 16(1), 9-29.Anuary, m. a. b. m. (2023).
[2]. Ayentimi, D. T., & Burgess, J. (2023). Employee Relations and Trade Unions in Ghana: A Changing Perspective. In Employee Relations and Trade Unions in Africa: A Critical Approach (pp. 71-92). Cham: Springer Nature Switzerland.
[3]. Bloor, M. & Sampson, H. (2018). Regulatory Enforcement of Labour Standards In An Outsourcing Globalized Industry. Work Employment and Society, 4(23), 711-726 https://doi.org/10.1177/0950017009344915
[4]. Boewe, J. (2023). Major trends in work at sea: outline of a political economy of maritime labour. Chapters, 559-569.
[5]. Bryman, A. (2016). Social Research Methods, 2nd ed, New York, Oxford University Press Inc
[6]. Caesar, L., Cahoon, S., & Fei, J. (2015). Exploring the Range of Retention Issues For Seafarers In Global Shipping: Opportunities For Further Research. Wmu Journal of Maritime Affairs, 1(14),141-157. https://doi.org/10.1007/s13437-015-0078-0
[7]. Cohen, L.et al (2020) Research Methods in Education, London: Routledge Flamer.

[8]. Couper, A. (2015). Implications of maritime globalization for the crews of merchant ships. Journal for Maritime Research, 2(1), 1-8.

[9]. CroNoMar (2010). Feasibility study Maritime crewing sector in Croatia.

[10]. Drewry (2014). Drewry Maritime Research. Manning Annual Report. Available at World Maritime University Library.

[11]. Galam, R. (2018). Utility Manning: Young Filipino Men, Servitude and The Moral Economy Of Becoming A Seafarer And Attaining Adulthood. Work Employment and Society, 4(33),580-595. https://doi.org/10.1177/0950017018760182

[12]. Hossain, C., Askari, M. M., Bushra, R. T., & Rahmath Ullah, T. (2023). Revisiting seafarers' skills in the twenty-first century: a modified Delphi-BWM approach. Australian Journal of Maritime & Ocean Affairs, 1-21.

[13]. Huerte, M. S., Lubaton, C., Tongson, M., Mendoza, M., Rojo, R., & Ornos, E. D. B. (2023). Health risk classification patterns among Filipino seafarers. Analysis from a pre-employment clinic in the Philippines: a 5-year review. International maritime health, 74(3), 143-152.

[14]. ILO (2001). Recruitment, placement, and retention of seafarers. Retrieved from https://www.ilo.org/wcmsp5/groups/public/@ed_norm/@normes/documents/publicatin/wcms_094386.pdf

[15]. International Maritime Organization (2010). International Convention on Standards of Training, Certification, and Watchkeeping for Seafarers (STCW). Retrieved from https://www.imo.org/en/About/Conventions/ListOfConventions/Pages/International-Convention-on-Standards-of-Training,-Certification-and-Watchkeeping-for-Seafarers-(STCW).aspx

[16]. Jeevan, J., Othman, M. R., Mohamed, S. N. H., Abubakar, A., Osnin, N. A., Selvaduray, M., & Boonadir, N. (2022). Interpretations of Maritime Experts on the Sustainability of Maritime Education: Reducing the Lacuna of Amalgamation Between Maritime Education and Industries. In Design in Maritime Engineering: Contributions from the ICMAT 2021 (pp. 339-357). Cham: Springer International Publishing.

[17]. Li, H., Zhang, P., & Tong, H. (2020). The labor market of Chinese cruise seafarers: Demand, opportunities, and challenges. Maritime Technology and Research, 2(4), 243259.

[18]. Manning, C. & Pratomo, D. (2018). Labour market developments in the Jokowi years. Journal of Southeast Asian Economies, 35(2), 165-184.

[19]. Mitroussi, K. (2008). Employment of seafarers in the EU context: Challenges and opportunities. Marine Policy, 32(6), 1043-1049.

[20]. Naresh, B., & Rajalakshmi, M. (2023). A conceptual study on employer perception towards hiring employee with online degree/certification. In Research Anthology on Remote Teaching and Learning and the Future of Online Education (pp.2275-2289). IGI Global.

[21]. Ojala, J. (2023). Technological Change, Institutions and Maritime Labour: International Reforms and Their Reception in Sweden and Finland, c. 1850–1939. In The Transformation of Maritime Professions: Old and New Jobs in European Shipping Industries, 1850–2000 (pp. 37-63). Cham: Springer International Publishing.

[22]. Orbeta Jr, A., & Abrigo, M. R. M. (2011). Managing international labor migration: The Philippine experience.

[23]. Pantouvakis, A., Vlachos, I., & Polemis, D. (2023). The impact of maritime service quality on employee satisfaction by seafarers rank: evidence from a global survey grounded on ERG theory. International Journal of Quality & Reliability Management.

[24]. Parry, E., & Bloor, M. (2018). The role of manning agents in crewing the world's merchant fleet. Marine Policy, 92, 249-256.

[25]. Progoulaki, M. & Roe, M. (2011). Dealing with Multicultural Human Resources in a Socially Responsible Manner: A Focus On the Maritime Industry. Wmu Journal of Maritime Affairs, 1(10), 7-23. https://doi.org/10.1007/s13437-011-0003-0

[26]. Sampson, A. & Wadsworth, E. (2020). Work Scheduling and Work Location Control In Precarious And 'Permanent' Employment. The Economic and Labour Relations Review, 2(32), 230 246. https://doi.org/10.1177/1035304620981405

[27]. Simanjuntak, M., & Budiono, P. (2020). Job satisfaction and intention to stay among Indonesian seafarers. Journal of Marine Engineering & Technology, 19(1), 56-63.

[28]. Sudewo, G. C. (2023). Sustainable Ship Manning Performance in Indonesia. International Journal of Business and Applied Economics, 2(2), 193 204.

[29]. Susanto, P. C., Sawitri, N. N., Suroso, S., & Rony, Z. T. (2023). Human Resource Business Partners: Recruitment, Coaching, and Leadership Development. International Journal of Integrative Sciences, 2(4), 457-470.

[30]. Tanzania Ports Authority (2022). Ports of Tanzania. Retrieved from https://www.tanzaniaports.com/ports

[31]. United Nations Conference on Trade and Development (UNCTAD). (2019). Review of maritime transport 2019. Retrieved from https://unctad.org/system/files/officialdocument/rmt2019_en.pdf

[32]. United Nations Conference on Trade and Development (UNCTAD). (2019). Review of Maritime Transport 2019. Retrieved from https://unctad.org/system/files/officialdocument/rmt2019_en.pdf

[33]. URT (2004). Merchant Shipping Act 2016 Tanzania Ports Authority (TPA). (n.d.). Dar es Salaam Maritime Institute (DMI). Retrieved from http://www.tanzaniaports.com/index.php?option=com_content&view=article&i=92&Iemid=114

[34]. Velásquez, D., & Ayala, J. (2023). Production of nature and labour agency. How the subsumption of nature affects trade union action in the fishery and aquaculture sectors in Aysén, Chile. Environment and Planning E: Nature and Space, 25148486231192091.

[35]. Vučur, G., Miloslavić, I., & Bošnjak, M. (2016). The analysis of human resources management (HRM) in maritime affairs. Ekonomski vjesnik: Review of Contemporary Entrepreneurship, Business, and Economic Issues, 29(S), 61- 76.

[36]. Wróbel, K., Formela, K., & Gil, M. (2022). Towards maritime employment and retention policy–A longitudinal study on entrants' perspectives. Marine Policy, 144, 105232.

[37]. Yin, K. R, (2014), Case Study Research: Design and Methods, (5th Ed), Thousand Oaks, CA:Sage.