

The Factors of Seafarer's Loyalty: Perspectives of Cadets

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Abstract— The maritime industry faces challenges brought about by global competition and technological advancements, necessitating companies to optimize their human resources management to maintain competitiveness. Seafarers frequently change employers upon contract completion, posing difficulties for shipping companies in cultivating loyalty among crew members. Economic crises, increased competition, and a shortage of qualified seafarers further complicate recruitment and retention efforts. This paper explores the factors influencing seafarer loyalty to shipping companies, focusing on cadets who serve as a potential recruitment source. The theoretical framework incorporates the theory of reasoned action and the theory of planned behavior to examine the attitudes, subjective norms, and perceived behavioral control affecting seafarer loyalty. The study employs qualitative methods, including surveys, interviews with senior seafarers and company management, and career data analysis. The findings reveal that factors such as positive experiences, company reputation, career prospects, and working conditions contribute to seafarers' loyalty. Key conclusions highlight the importance of company reputation, overall job satisfaction, and factors related to compensation and career progression in influencing seafarers' loyalty to shipping companies.

Keywords— seafarer's loyalty, maritime industry, positive experiences, company reputation, career prospects, and working conditions

I. INTRODUCTION

Digitalization and automation are transforming seafarers' working process and this trend can potentially influence their well-being[1]. According to the literature review and experts' opinions, the determinants of workplace performance for seafarers can be categorized into five sub-divisions: job benefits, work environment, ship specifics, organizational culture, and social impacts. Specific factors identified within each sub-division include pension and insurance benefits, ship vibration, noise and motion, irregular sleeping and rest hours, and port regulations and visa problems, among others.

Human Resources Management, Work Motivation, Employee Trust, and Employee Loyalty were rated as good, while Job Satisfaction and Job Stress was still considered poor [2]. Shipping companies can improve seafarers' work performance and achieve corporate goals more efficiently and effectively by addressing the determinants of workplace performance identified in the study. Specifically, the study recommends that shipping companies modernize their aging fleet, re-engineer their corporate culture, and improve the

social aspect of the workplace. In addition, the study suggests that shipping companies should improve job benefits to reduce and/or eliminate seafarers' turnover and attract more qualified and competent seafarers. By doing so, shipping companies can create a work environment that stimulates employees' motivational level, creativity, and job satisfaction, which in turn can enhance their work performance and contribute to the success of the company.

This study delves into the key factors influencing cadets' and seafarers' loyalty to their respective companies. Sailing cadets, often recruited from apprenticeships, are vital for the maritime workforce. Some receive scholarships from shipping firms as part of efforts to streamline recruitment, instill early familiarity with company culture, and ensure workforce stability. However, not all cadets, junior, or senior officers opt for lifelong commitment to the same company.

Seafarers' loyalty to shipping companies is vital for company performance and operations. Research suggests that factors like job satisfaction, recognition, company ties, and sustainable practices strongly impact this loyalty and, consequently, company performance. Then, a customer satisfaction survey that can be conducted to find out how satisfied seafarers are with the services and facilities provided by the shipping company. Next, interviews with seafarers can be conducted to find out their views on the shipping company and how loyal they are to the company. And it can also be with observations made by observing the behavior of seafarers on ships and seeing how often they use the services and facilities provided by shipping companies.

Table 1. Summary of Previous Research on Seafarers' Loyalty, Performance, and Job Satisfaction

No	Author(s) and Year	Title / Journal
1	D Degdo Suprayitno Husein Umar, W. (2021)	Loyalty of Seafarers in the Shipping Industry in Jakarta Province, Indonesia. <i>PalArch's Journal of Archaeology of Egypt / Egyptology</i> , 17(7).
2	Irimia-Diéguez, A., Velicia- Martín, F., & Aguayo- Camacho, M. (2023).	Predicting Fintech Innovation Adoption: the Mediator Role of Social Norms and Attitudes. <i>Financial Innovation</i> , 9(1).

No	Author(s) and Year	Title / Journal
3	Li, X., Seah, R., Wang, X., & Yuen, K. F. (2022)	Investigating the role of sociotechnical factors on seafarers' psychological capital and mental well-being. <i>Technology in Society</i>
4	Massami, E. P., & Manyasi, M. M. (2021).	Analysis of determinants of work performance for seafarers based on fuzzy Electre model. <i>Journal of Shipping and Trade</i> , 6(1)
5	Phuong, T. T. K., & Vinh, T. T. (2020).	Job satisfaction, employee loyalty and job performance in the hospitality industry: A moderated model. <i>Asian Economic and Financial Review</i> , 10(6)

The Theoretical Framework is based on several theories that underlie research related to behavior and approaches to action for certain reasons. The Theory of Planned Behavior (TPB) is a theoretical framework that explains how attitudes, subjective norms, and perceived behavioral control influence an individual's intention to perform a specific behavior. Theory of Reasoned Action (TRA) to develop a causal-predictive analysis of the relationship between subjective norms, attitudes, and perceived behavioral control with the intention to use and behavioral use of Fintech services by companies [3]. In the context of seafarer loyalty, attitude can be defined as the individual's evaluation of the shipping company, and subjective norm can be defined as the individual's perception of how important it is to their family and friends that they remain with the shipping company.

The theory of planned behavior, which is the individual's belief that they have the ability to perform the behavior. Perceived behavioral control can be defined as the individual's belief that they have the ability to remain with the shipping company.

By putting more emphasis on factors that can stimulate employees' motivational level, creativity, and job satisfaction, manpower performance can be enhanced 1. In the long run, the company should also improve the job benefits to its seafarers, taking into account the competition in the international maritime labor market. Such a strategy would reduce and/or eliminate seafarers' turnover and attract more qualified and competent seafarers. By improving seafarers' work performance, shipping companies can achieve higher service quality and make themselves more competitive in the trading markets[4].

II. METHODS

Mixed-method between quantitative and descriptive qualitative

- Questionnaire with cadet and company respondents
- Interviews with senior seafarers and shipping company management
- Seafarers' career data

III. FINDINGS AND DISCUSSIONS

1. Apa alasan anda memilih perusahaan dimana anda bekerja atau magang?

[Detail Selengkapnya](#)

- Ada kolega, kenalan 16
- Reputasi bagus 56
- Upah menjanjikan 17
- Mendapat beasiswa 9
- Dekat dengan tempat tinggal 9
- Tidak ada pilihan lain 3
- Alesan lain 4

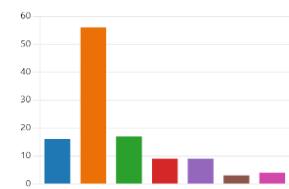


Fig 1. Reasons for Choosing the Company for Work or Internship

The first picture is a graph of respondents choosing reasons for choosing a company for respondents.

The most popular reason was "Good reputation," with 56% of respondents choosing this reason. This was followed by "Promising wages," with 17% of respondents choosing this reason. Other reasons are:

1. Presence of colleagues or acquaintances: 16%
2. Scholarship: 9%
3. Close to residence: 9%
4. No other option: 3%
5. Other reasons: 9%

This table shows that there were a total of 100 respondents. This means 56% of respondents chose "Good reputation," 17% chose "Good wages," and so on. This data shows that the most important reason in choosing a company for cadets to intern and later work for is the company's reputation. Company credibility means confidence in the ability of the business to deliver on its promises according to its quality and capability. For seafarers themselves who will work away from their families, everything related to work and family will also be entrusted to the company where they work. So it will be very important for them to find a company that is able to maintain that trust. Seafarers are not only made to trust, but also feel confident when they interact.

The good reputation of the company also creates a sense of security for seafarers as long as they work away from their families or homes. A good reputation will increase credibility, making cadets more confident that they will get what they have been promised. They will feel proud to work for a company that has a good reputation, and will make efforts to help improve the welfare of the company. Therefore, the credibility and reputation of the company are important factors for cadets in choosing a place to work in the future.

3. Uraikan kesan, pengalaman anda selama magang di perusahaan ini. Apa yang anda suka dan tidak suka? Apa yang seharusnya diperbaiki oleh perusahaan?

[Detail Selengkapnya](#)

Tanggapan Terbaru

83

Responses

"Di perusahaan saya sangat menjaga saya sebagai Cadet perempuan"

"saya suka budaya bekerja di tempat saya praktik, menerapkan kedisiplinan...

"memberikan pengalaman yang baik dan berkesan"

Fig 2. Summary of Internship Feedback and Experiences

Meanwhile, the third image shows data for the question "Describe your impressions and experiences during your internship at this company. What do you like and dislike? What does the company have to improve?"

There were a total of 83 responses to this question. Data shows that the most common positive impression is that companies care about cadets who are interns. This is followed

by companies that have a good work culture and provide a good and memorable experience.

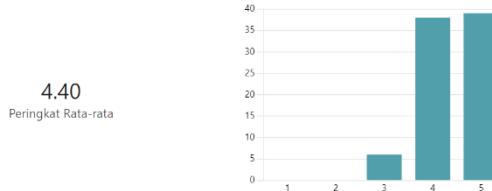
The Job satisfaction has a positive direct impact on employee's loyalty and job performance. And employee loyalty positively affects job performance. Then, the effect on the relationship between job satisfaction and employee loyalty differs by job position.(Phuong & Vinh, 2020). It showed a significant influence on loyalty and commitment to the manufacturing and mining sectors.

The workplace environment shows a positive and significant relationship to job satisfaction, the work atmosphere gives pleasure to the intern cadets to try their best to maximize performance. Khuong and Tien (2013) studied the relationship between job satisfaction and organizational loyalty of employees in the banking industry. The quantitative approach is the main method used. It found that higher levels of satisfaction, superior support, benefits, teamwork, work environment, and training were positively associated with higher levels of organizational loyalty. Work environment, teamwork, and superior support have a direct influence on employee satisfaction.

The most common negative impression of the company expressed by cadets is when the company has too many rules, or the company does not provide enough opportunities to learn and lacks pocket money or low tips.

4. Dalam skala lima, berapa nilai perusahaan ini dari sisi kepuasan anda sebagai pelaut yang bekerja di kap mereka?

[Detail Selengkapnya](#) 



5. Apakah anda akan melamar kerja atau melanjutkan karier di perusahaan tersebut

[Detail Selengkapnya](#)

83
Respons

Tanggapan Terbaru
"ya saya akan melamar setelah lulus"
"betul"
"Kemungkinan"

6. Menurut anda apa yang membuat pelaut loyal pada perusahaan?

[Detail Selengkapnya](#) 

Gaji dan fasilitas	34
Suasana dan budaya kerja	21
Jenjang karier bagus	24
Istirahat cukup, jadwal kerja bag...	4
Alasan lain	0

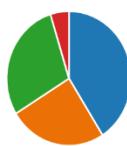


Fig 3. Comprehensive Survey Results on Seafarer Satisfaction, Career Plans, and Loyalty Factors

Loyalty to workers, be it employees or seafarers can be interpreted as a willingness and devotion to remain with the organization and have a willingness to participate in the organization's business. His commitment and willingness to be involved in the organization, he considers himself as part of the organization and as an inseparable part of the organization. When he feels good about working and gets a

sense of attachment to work in the organization. Employee (seafarer) job satisfaction is the beginning of seafarer loyalty.

Meanwhile, when employee job satisfaction increases, the level of employee organizational loyalty also increases. Similarly with seafarers. It can be said that his loyalty level has also increased along with the increase in his satisfaction with the company he works for. Employee loyalty includes whether or not he is committed and bears personal responsibility for their work, and whether or not he feels like looking for another job. Committed employees tend to be creative and innovative and less likely to leave than those who are noncommitted.

The data also showed that a large number of respondents chose the category "Other reasons." This suggests that there are other factors that are important to cadets when choosing a company to intern or work for. These factors may include the company's culture, the benefits offered, or opportunities for career advancement. The emotional connection with an organization and its business goes beyond factors such as salary, training, or benefits. Emotionally connected employees have more engagement to their work and outstanding performance achievements and they feel themselves an important part of the organization.

The data above also shows that a large number of respondents mentioned that companies should improve their communication with cadets who are interning. This is followed by companies providing more opportunities for interns to learn and grow.

Overall, the data showed that intern cadets who responded to this question generally had a positive impression of the company and most responded that they would return to where they interned before. However, there are some areas where companies can pay attention to things such as re-evaluating a number of rules that cadets may feel burdensome during the internship and providing more opportunities to learn and develop in them

When we were talking to representatives of shipping companies that are agents of several foreign companies, we heard that the company's reputation has a central role in the competitive shipping industry. They emphasize that a good reputation has a significant impact on the perceptions and preferences of seafarers. One of the main elements that affect a company's reputation is the order of big names among the best companies in the industry. Therefore, companies that have a good reputation will have an advantage in attracting reliable seafarers to work in the company.

Furthermore, the management and credibility of the company are also important factors in influencing a seafarer's view of a company. Companies that have good management and are considered credible by international standards will be more attractive to seafarers. They will feel more confident in working with companies that are considered reliable and professional in their operations.

Seafarer satisfaction is also closely related to the company's reputation. Seafarers will be satisfied if the company can meet their expectations of the reputation it has built. However, it is important to remember that not all seafarers' complaints can be met by all companies. This is due to the difference in the capabilities and status of companies in the industry. Therefore, companies must communicate

transparently with seafarers and provide a realistic picture of the services they offer.

During our talk, the company's representative also revealed that factors supporting seafarer loyalty are the company's primary concern. They assert that salary, career, and perks are three very important things for a loyal seafarer. However, they also clarified that if it had to choose which was more important, the company would prioritize according to the company's capabilities, with salary being a major factor as it could boost the economy of seafaring families. This reflects the company's commitment to rewarding seafarers who are loyal to them.

Salary is the main factor affecting the loyalty of seafarers. A competitive income level is key to ensuring that seafarers feel valued and can meet their economic needs. Careers are also an important consideration, with seafarers looking for opportunities for professional development and growth. In addition, the facilities provided by the company also play a role in influencing seafarer loyalty. Facilities that are comfortable, safe, and in accordance with health and safety standards will improve the welfare of seafarers during their time on board.

Meanwhile, other shipping companies revealed that the company is committed to convincing seafarers through various efforts aimed at creating a comfortable and attractive working environment. One approach taken by the company is to provide sufficient information to seafarers regarding manning agent profiles and ship management. The point that needs to be underlined, among others, is the importance of transparency in the relationship between companies and seafarers. Seafarers are given the opportunity to know the size and quality of the company they work for, so they can make the right decision in choosing a place of work. By offering ships that are grade to new and affirming the company's trustworthy qualities, including good pay standards and attention to benefits, the company seeks to ensure seafarers feel comfortable and interested in continuing to work with them.

In addition, he revealed that the company recognizes the importance of rewards, promotions, and re-joining bonuses as incentives for seafarers. With exciting career opportunities, seafarers have the opportunity to achieve Master or Chief Engineer (C/E) positions that bring considerable income to their families. This is one of the strong motivations that encourage seafarers to remain loyal to work with the company.

It also highlighted the company's policy in terms of periodic salary increases, which proved to be higher than similar companies in the industry. The provision of competitive salaries aims to attract and retain high-quality crew. In addition, the company also shows extra concern for the welfare of seafarers and their families. They send birthday presents, send flowers as a sign of mourning when a family is

grieving, and even hold family gatherings every year by giving gifts to seafarer families. All of these actions are designed with the aim that seafarers and their families feel valued and considered an integral part of the corporate family.

IV. CONCLUSION

Based on the data from the images we submitted, the company's reputation is the most determining factor in influencing cadets' loyalty to the company. This factor reflects the quality and credibility of the company in the shipping industry. The response from representatives of foreign companies in Jakarta is also in line with the data. They stressed that the company's reputation has a central role in attracting talented seafarers. This then needs to be addressed by promoting good Company Profile. Introduction to prospective seafarers or cadets, so that they have a clear picture of the Company before they decide to join and are loyal to the shipping company.

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