



Systematic Literature Review: Implementation of Talent Management for Crewing in Shipping Companies to Organizational Sustainability

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ABSTRACT

This article aims to provide an explanation of scientific articles the results that have been by providing a qualitative graphical picture. An organized literature review is a component of the research methodology used in this scientific article. During the literature review, a number of relevant scientific articles are selected, excavated, and reviewed. The size of the study was determined by scores using the PICO framework (population/problem, intervention, comparison). The three scientific articles that support this article provide an illustration that the existing implementation of the findings of the above article is true even though only a few articles provide a finding that is directly related to the relationship of this article result. This article provides a treasure and additional reference for other researchers and for future development can be done.

INTRODUCTION

In today's competitive maritime industry, shipping companies face many challenges in ensuring operational excellence and long-term sustainability. One important aspect that significantly affects their success is effective talent management, particularly within the crew department (Blass, 2009). The implementation of a talent management strategy has the potential to transform shipping companies into thriving organizations that are well equipped to navigate the dynamic maritime landscape (Charan et al., 2018). Talent management encompasses a comprehensive set of practices designed to attract, develop, retain and motivate skilled individuals within an organization, In the context of shipping companies, this approach extends to crew members who play an important role in ensuring safe and efficient vessel operations (Yarusavage, 2013). By strategically integrating talent management principles into crew processes, shipping companies can create synergies between human resources and business objectives.

According to (Sparrow & Cooper, 2017), the initial step in this effort is the identification of key competencies and skills required for various roles within the crew department. The recruitment process can be tailored to align with these specific skill sets, allowing shipping companies to attract individuals who are not only qualified but also share the organization's values and long-term vision. Once on board, crew members can benefit from continuous development programs, including training, mentorship, and opportunities for career advancement (Tang & Zhang, 2021). Retaining talent in the maritime industry poses unique challenges due to the nature of seafarers' work. Long periods away from home, demanding schedules, and isolation can cause friction. However, shipping companies that emphasize employee well-being, work-life balance, and professional growth are more likely to foster loyalty and commitment among their crew members (LeSage et al., 2010). Creating a positive work environment and providing a support system for mental and physical health can significantly impact crew retention rates.

Talent management strategies go beyond the individual level, Teamwork and effective communication are essential for the smooth operation of the vessel. Implementing a crew rotation schedule that promotes cross-functional collaboration and learning can improve crew cohesion, contributing to safer and more efficient maritime activities (Jepsen et al., 2015). The long-term benefits of implementing talent management for crews extend to organizational sustainability. Well-managed crews result in reduced turnover costs, increased operational efficiency, and increased customer satisfaction (Hesketh & Cooper, 2019). In addition, skilled and engaged crew members contribute to improved safety records and compliance with industry regulations, which has a positive impact on the company's reputation and market position.

At the core of effective talent management can be identified the key competencies required for successful crew operations. Company Cruisers must recognize the unique skills, qualifications, and attributes that crew members need to perform their roles optimally. It goes beyond technical expertise to include soft skills such as teamwork, adaptability, and effective communication,

all of which contribute to a harmonious and efficient ship environment (Progoulaki et al., 2022). Development and training form another integral aspect of talent management. Shipping companies should invest in continuous learning opportunities for their crew members, offering courses and workshops that enhance their professional growth (Exarchopoulos et al., 2018; A. M. Knapp & R. Hollmann, 2019). This not only improves the performance of the crew but also demonstrates the company's commitment to their well-being and career advancement. Such initiatives can range from technical updates to leadership development, serving a variety of career paths within the maritime sector.

Retention, in the maritime industry, can be very challenging due to the nature of work which often involves long periods away from home (Nurcholis & Qurniawati, 2020). Shipping companies should prioritize the welfare of crews, ensuring safe and comfortable living conditions on board, fair compensation, and opportunities for personal and professional growth (Thursday et al., 2020). By fostering a supportive work environment and providing an avenue for advancement, companies can significantly reduce turnover rates and maintain an experienced and loyal pool of crew members. Embracing technology is also important in talent management. Utilizing advanced crew management software and digital platforms can streamline the recruitment, training, and deployment process. These tools not only increase efficiency but also allow for better monitoring of crew performance and development needs.

This article aims to provide an explanation of scientific articles the results that have been by providing a qualitative graphical picture.

THEORETICAL REVIEW

Talent Management for Crewing

According to (Fotteler et al., 2018) Talent Management for Crewing is a strategic approach in human resource management specifically directed at identifying, recruiting, developing, and retaining talented individuals who work as crew or crew in the shipping industry. This concept aims to ensure that shipping companies have qualified, competent, and dedicated crews, so as to be able to run ship operations efficiently and effectively.

Talent Management for Crewing involves a variety of practices and policies aimed at creating a work environment that supports the personal and professional growth of crews, as well as ensuring their well-being in carrying out maritime duties (Tang & Zhang, 2021).

Organizational Sustainability

Menurut (Kell & Motowidlo, 2012) The definition of sustainability is "meeting the needs of the present without compromising the future", Meeting the needs of the present without compromising the future is said to perpetuate the ability of generations to achieve the same.

According to (Giddings et al., 2002) the concept of sustainability encompasses economic goals, society, and the economic environment is defined

with these three distinct dimensions, all of which are interdependent characterized by these three distinct but interconnected dimensions.

METHODOLOGY

An organized literature review is a component of the research methodology used in this scientific article. During the literature review, a number of relevant scientific articles are selected, excavated, and reviewed. The size of the study was determined by scores using the PICO framework (population/problem, intervention, comparison). Literature reviews from a number of recent journals are listed in Table 1, along with a list of limitations on the scope of research in Table 2, Utilization of metrics from scientific papers, which will be presented and presented with the findings in the article, as follows;

Table 1.
PICO Overview

| Komponen | Keterangan |
|--------------------|--|
| Population/problem | Crewing |
| Intervention | Human Resources |
| Comparision | n/a |
| Outcome | Adding to the existing literature from this scientific article |

The formulation of research questions, literature search, and study selection are just some of the steps in the research process. Other steps include determining eligibility requirements and conducting quality assessments. The article also states the research questions they will answer, as well as the literature searches they will conduct using Emerald and Google Scholar databases, employee retention plans, and capacity to predict engagement. Employee turnover in article search organizations using the keywords "Talent Management Crew", as well as Organizational Sustainability. search period until 2023 using PRISMA (preferred reporting).

Articles are selected based on notability requirements, systematic review objectives, and meta-analyses used in the selection of literature sources.

Eligibility requirements include inclusion and exclusion standards, staff retention programs and discussion of research papers on talent engagement to prevent employee turnover in organizations, papers written in Indonesian, and research articles published in journals in English or Indonesian that are not considered part of the literature In the published case, the process of material synthesis is described in Figure 1 along with a comparison of the evaluation supporting literature. The last step is data, i.e. the quality of the synthesized data that refers to the research findings, data mining A fabricated matrix table represents the results of data extraction.

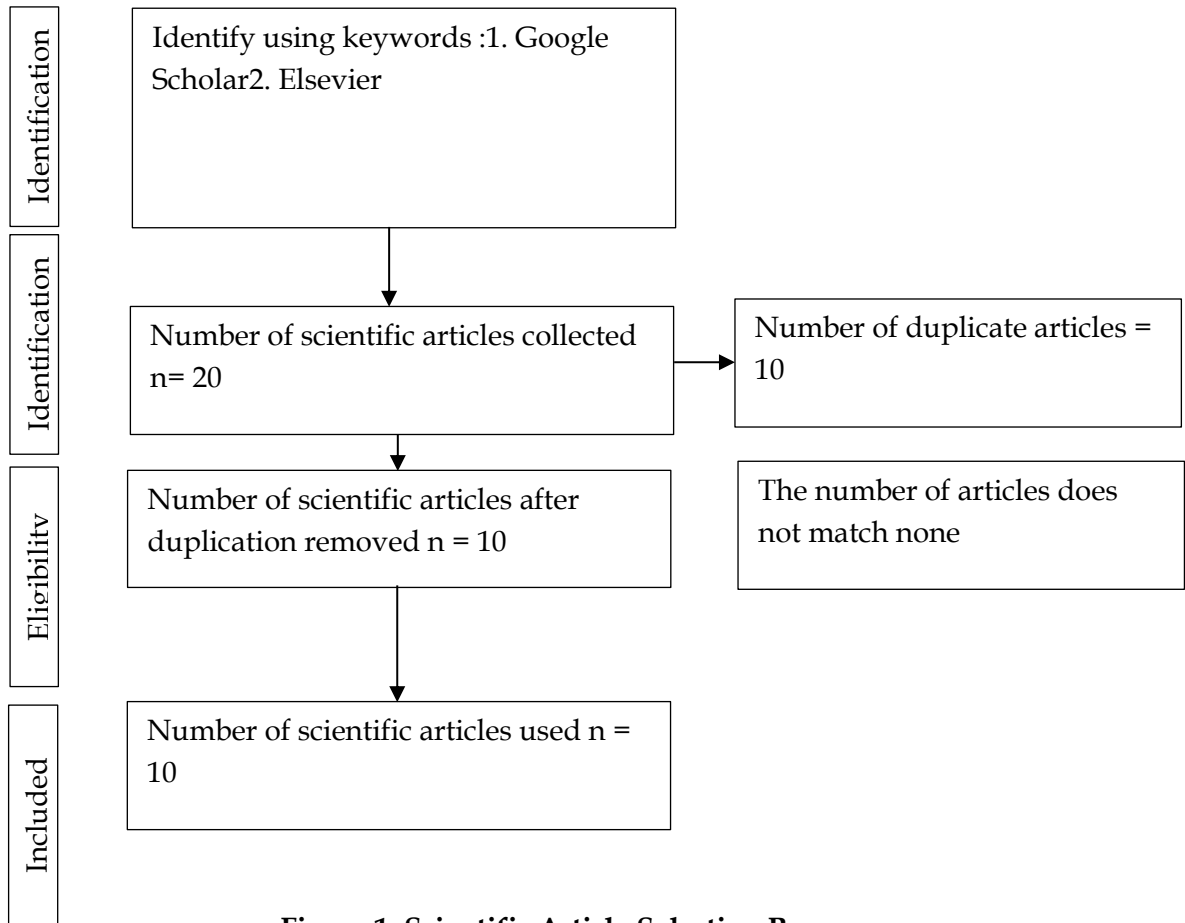


Figure 1. Scientific Article Selection Process

Table 2.
 Distribution of Scientific Articles, Publishers, and Findings

| No | Nama Artikel | Penulis | Jurnal | Penerbit | Temuan |
|----|---|-----------------------|--|-----------------------------|--|
| 1. | Sustaining the Supply of Ship Officers: Making a Case for Succession Planning in Seafarer Recruitment | (Caesar, 2013) | Universal Journal of Management 1(1): 6-12, 2013 | Horizon Research Publishing | how certain aspects of the maritime industry make succession planning an important solution to ensure the continued availability of a skilled workforce. To bring more attention to solutions to the officer shortage, the article concludes with suggestions and directions for further research. |
| 2. | Employee engagement in the shipping industry: a study of engagement among Indian officers | (Bhattacharya , 2015) | WMU J Marit Affairs | Springer | Factors affecting engagement were found to be similar across industries and levels of engagement were much lower. Additionally, tenure and commitment were negatively correlated, with chief constables slightly more committed than |

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|----|---|--------------------|--|---|---|
| | | | | | noncommissioned officers. |
| 3. | Crew Operations Management | (Anastasiou, 2017) | I.D. Visvikis, P.M. Panayides (eds.), Shipping Operations Management, WMU Studies in Maritime Affairs 4, DOI 10.1007/978-3-319-62365-8_4 | Springer International Publishing AG 2017 | Special attention is given to various processes from the early identification stage of maritime labor supply, understanding economies of scale and legal requirements, to training facilitation and ship management, and finally to crew management. Finally, the critical roles of maritime academies and their current relationship with shipping companies are examined in depth. |
| 4. | Women seafarers in Taiwan: survivors during the evolution of the special shipping relationship between China and Taiwan | (Guo, 2019) | JOURNAL OF GENDER STUDIES | Routledge, Taylor & Francis Group | Because of the trap between workers' gender awareness and the mechanisms of the maritime market, employers who show gender bias towards seafarers remain in a dominant position. An important finding of this study is that political factors, such as the development of unique shipping relationships across the Taiwan Strait and domestic laws restricting the employment of foreign seafarers, have significant positive effects on the maritime careers of Taiwanese women. |
| 5. | The Ship of Change: A Model for Organizational Diagnosis And Change Management | (Saverus, 2019) | | ProQuest LLC (2019) | This model uses a two-level visual perspective to represent the multidimensionality that connects essential organizational components to work unit activities through the interaction of culture, communication and climate. This model is intended for the practical application of organizational diagnostics in planning and implementing changes, as well as to convey the guiding principles of open system theory. The model was tested in case studies with transport companies using different data collection techniques such as communication satisfaction surveys, |

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|----|---|------------------------|--|------------------------|---|
| | | | | | workplace services and employee interviews. The data is classified and interpreted using a model, which is also the basis for recommendations for change. |
| 6. | Talent management and global competition for top talent: A co-competition-based perspective | (Amankwah-Amoah, 2020) | Thunderbird Int. Bus. Rev.. 2020;1-10 | Wiley Periodicals, Inc | Collaborative capture is actually characterized by easier access to information about the target employee's previous work relationships. Given the potential modesty stigma associated with recruiting allies in foreign markets compared to domestic markets, such a practice may also be more profitable. The literature on strategic human resource management and its effects on business is reviewed. |
| 7. | Connected at Sea: The Influence of the Internet and Online Communication on the Well-Being and Life Satisfaction of Cruise Ship Employees | (Radic et al., 2020) | Int. J. Environ. Res. Public Health 2020, 17, 2840; doi:10.3390/ijerph17082840 | MDPI | Cruise ship employees are fully aware of the fact that they can be discarded and replaced by cruise companies but are indispensable and unique to their friends and family, satisfying their needs in terms of relationships with friends and family is best important to them. In addition, workers who multitask by talking to friends and family online while working on projects or other activities perform worse, which negatively impacts social interaction and morale. Finally, workers who experience reciprocal interactions experience significant negative effects on their well-being. Overall, the findings have a number of significant theoretical and practical impacts relating to cruise tourism and human resource management. |
| 8. | Understanding the complexity of retention among seafarers: a perspective of Australian employers | (Caesar, 2013) | AUSTRALIAN JOURNAL OF MARITIME & OCEAN AFFAIRS | Taylor & Francis Grup | The shortage of ship officers is caused by Complicated retention issues, lack of adequate training, and weaknesses in industry |

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|-----|--|----------------------------|--|-------------------------|--|
| | | | | | <p>regulations.</p> <p>It also found that employers in Australia's shipping sector rely heavily on high salaries, recreational facilities and favourable working conditions as retention tactics for ship attendants.</p> <p>This paper helps readers reflect on practical steps employers in the Australian shipping sector should take to improve ship officer retention. It also stresses the need for a more responsible approach to hiring seafarers.</p> |
| 9. | Employee Engagement : As A Mediator Of The Ship Crew's Work Effectiveness | (Ricardianto, 2020) | PalArch's Journal of Archeology of Egypt | PJAE | Novelty of this article the effectiveness |
| 10. | How to improve ship crew's work effectiveness through the leadership style, work life balance and employee engagement in Indonesia national shipping | (Ricardianto et al., 2020) | Management Science Letters 10 (2020) 399-410 | Growing Science, Canada | <p>Demonstrate how employee engagement, work-life balance, and leadership style have a direct and positive impact on how effectively tasks are completed. Benefits for By improving work-life balance, employee engagement, and officer leadership style, the company can increase the productivity of each crew.</p> <p>The conclusion offers a model for national crew productivity and employee engagement.</p> <p>According to the study's findings, any improvement in a ship's officer's leadership style, work-life balance, and employee engagement has a direct positive impact on how well the crew performs their jobs.</p> |

RESULTS

As a result of the explanation of the distribution of the article above, there is nothing specific related to this variable article about talent management crew and organizational sustainability, but some existing articles such as milik (Amankwah-Amoah, 2020) state that Collaborative capture is actually characterized by easier access to information about the target employee's previous work relationships. Given the potential modesty stigma associated with recruiting allies in foreign markets compared to domestic markets, such a

practice may also be more profitable. The literature on strategic human resource management and its effects on business is reviewed.

Other results from (Anastasiou, 2017) stated Special attention is given to various processes from the early identification stage of maritime labor supply, understanding economies of scale and legal requirements, to training facilitation and ship management, and finally to crew management.

Finally, the critical roles of maritime academies and their current relationship with shipping companies are examined in depth.

Other results from (Bhattacharya, 2015) state Factors affecting engagement were found to be similar across industries and levels of engagement were much lower. Additionally, tenure and commitment were negatively correlated, with chief constables slightly more committed than noncommissioned officers.

DISCUSSION

The above description that is used as a result can be concluded that this article provides an explanation that the existing implementation of the findings of the article above is true even though only a few articles provide a finding that is directly related to the relationship of this result article.

CONCLUSIONS AND RECOMMENDATIONS

The three scientific articles that support this article provide an illustration that the existing implementation of the findings of the above article is true even though only a few articles provide a finding that is directly related to the relationship of this article result.

This article provides a treasure and additional reference for other researchers and for future development can be done.

FURTHER STUDY

The limitations in this article are the limitations of researchers in finding support for related variables that support this scientific article.

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