

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/292424132>

# Human resource practices in seafaring: Opportunities for improving retention

Chapter · January 2014

CITATIONS

4

READS

729

3 authors:



Stephen Cahoon

University of Tasmania

46 PUBLICATIONS 224 CITATIONS

SEE PROFILE



Livingstone Divine Caesar

University of Tasmania

10 PUBLICATIONS 25 CITATIONS

SEE PROFILE



Jiangang Fei

University of Tasmania

26 PUBLICATIONS 73 CITATIONS

SEE PROFILE

Some of the authors of this publication are also working on these related projects:



Investigating the transformative role of Echo360 on learning and teaching [View project](#)



Minimising mechanical damage to fruits in the Post- Harvest Supply Chain in Australia [View project](#)

*Chapter 5*

## **HUMAN RESOURCE PRACTICES IN SEAFARING: OPPORTUNITIES FOR IMPROVING RETENTION\***

*Stephen Cahoon\*, Livingstone Caesar and Jiangang Fei*

Australian Maritime College, University of Tasmania, Tasmania, Australia

### **ABSTRACT**

The shortage of skilled maritime labour is an issue that has gained considerable attention among shipping industry employers in recent years. Even though discussions surrounding the current manning crisis in the industry started over two decades ago, little has been accomplished to finding a workable solution. There is an urgent need for the further development of human resource strategies to secure a sustainable supply of skilled seafarers for the shipping industry. Unfortunately, there are many factors mitigating against the realisation of a less volatile seafarer labour market. Principally, the attitude of shipping companies towards the recruitment, training and retention of seafarers does not always appear to support the tenets of good human resource practice. Instead there is evidence of little commitment toward the training of seafarers, shirking of training responsibilities, poor recruitment practices (e.g., poaching of officers), the expectations of seafarers not being effectively managed, unfavourable employment contracts, and the introduction of policies that are not perceived internationally as being employee-friendly. These practices combined with the structural changes within the shipping industry create many challenges for shipping companies to effectively retain their skilled talent. As a result, the number of years spent at sea by seafarers is reducing thereby compounding the current global labour crisis within the industry. This chapter advocates a proactive approach to developing human resource practices and suggests possible solutions to secure a global seafaring labour pool.

**Keywords:** Seafarers, recruitment, retention, officers, shipping, industry, labour

---

\* Corresponding author: Australian Maritime College, Locked Bag 1397, Launceston, Tasmania, Australia, 7250.  
Email: S.Cahoon@amc.edu.au.

## INTRODUCTION

Over the past century, the world economy has been through tremendous changes that have become more pronounced in the last two decades. Due to the strong connection between international trade and maritime transport, changes within the world economy impact on global shipping (Stopford, 2009). As a result, an increase in the volume of world trade leads to growth in the global merchant fleet; with an associated increase in demand for seafarers. This demand however, cannot readily be met due to the long lead time involved in their training, where for example, an average of ten years is required to prepare a cadet trainee for becoming an officer (BIMCO/ISF, 2010; Dyer-Smith, 1992). Hence, a booming world economy creates a shortage of qualified seafarers. This shortage of qualified seafarers however, tends to be limited to a particular category who are homogenously referred to as ship officers that includes deck and engineering senior officers (see for example, De Silva, Stanton & Stanton, 2011; Gekara, 2009; Kokoszko & Cahoon, 2007; Leggate, 2004).

A contracting global economy however, reduces the volume of cargo traffic and hence the number of required ships. This ultimately creates competition among seafarers, which, as a result of their employment contracts, results in them applying for the limited available jobs or leaving the industry. This oversupply of seafarers during economic downturns also impacts on maritime training institutes that may reduce recruitment efforts, which in the longer term adds to the shortages during times of economic prosperity. The supply of seafarers to the global shipping industry therefore, is difficult to manage, adjust and predict, particularly as economic cycles become erratic.

Ensuring a sustainable supply of seafarers for the global shipping industry is an issue that has attracted much attention in recent times both among academia and practitioners, mostly in relation to highlighting the extent of the shortage rather than providing solutions. There is consensus however, that the shortage of ship officers is expected to continue to escalate worldwide (Deloitte, 2011; Gekara, 2009).

Unfortunately, the human resource practices of many shipping industry companies does not contribute positively towards the training and supply of seafarers, with the shipping industry largely regarded as being reactive rather than proactive (Blanco-Bazan, 2004; Wang, 2009). The reactive approach to supply fluctuations has created several challenges including: disruptions in the long-term supply of seafarers due to the lack of commitment to training obligations; a more volatile seafarer market; increases in the cost of training; and a higher rate of mobility among ship officers. There is also the emergence of poor human resource practices such as crew poaching, reemployment of retired officers, lengthening of duty tour of officers, and reducing of manning levels; all of which are products of the reactive approach towards the supply of qualified seafarers (Donner, 2008; Magramo, Eler, Calambuhay & Bernas, 2010).

### **The Seafarer Labour Market**

Since the global financial crisis of 2009, the world economy and thus global shipping has been through a period of economic meltdown and depression.

As reported by Cahoon, Haugstetter, and Bhaskar (2010), the effect was a retrenchment of seafarers by some of the largest shipping companies and vessels being taken out of commission. An additional impact from the events of 2009 was that as global cargo volumes reduced, this triggered the postponement of the delivery date for new vessels to minimise the financial losses of shipowners. This is in strong contrast to previous years where the main concern was vessels being laid up due to insufficient numbers of officers. For some shipping companies, the global financial crisis delayed the full effects of the ship officer shortage and put in place an artificial under-demand for seafarers.

The uncertainties of seafarer supply/demand created by fluctuations in economic cycles has for many years raised the question of whether there is a shortage of skilled seafaring labour. This is still a highly debatable and unanswered issue with estimates ranging from 13,000-30,000 (see for example, BIMCO/ISF, 2010; Drewry, 2009; Mitroussi, 2008); although some shipping industry critics are arguing there is currently no shortage of ship officers because of the continuing under-performance of the economy. This argument, as previously mentioned, assumes that in the event of an economic recovery, there is a ready cohort of skilled seafarers ready to take on the required roles of ship officers. What is required is a responsible approach towards the recruitment and retention of seafarers in order to ensure a sustainable supply of ship officers.

In efforts to better estimate the supply/demand of seafarers, the five-yearly BIMCO/ISF (1990, 1995, 2000, 2005 and 2010) projections have become the major source used by the industry. The projections are not without their criticisms including the mode of data collection and accuracy of findings (see for example, Li & Wonham, 1999), which may be due to the quality of data provided by maritime authorities without reliable data collection methods. Despite the criticisms, these projections appear to be the most comprehensive collection of data on global seafaring labour statistics. The result of the BIMCO/ISF studies however, has tended to skew the discussions on seafarer supply/demand to a focus on the numerical values rather than providing solutions. The aggregated nature of the data also treats ship officers as a homogenous segment masking whether the shortage may be of chief engineers, deck officers or other categories. Understanding the exact nature of the shortage is a necessary precondition for developing pragmatic solutions.

## **Changing Demographics**

Over the past three decades, several changes have taken place with regards to ethnicity, age and gender within the seafaring context. The traditional European suppliers of seafarers have now been superseded by the new power-houses of East Asia, the Far East and the Indian sub-continent (Oldenburg & Jensen, 2012). This is resulting in a higher ethnic composition on-board most international vessels (Wu, 2005); with differences in language creating further social challenges (Silos, Piniella, Monedero, & Walliser, 2012). The diverse ethnic background is one issue requiring greater academic attention including a better understanding of how cultural differences can be accommodated within the human resource strategies of shipping companies (Parlak & Yildirim, 2011). The multiculturalism of crew is a significant issue as it has been a source of numerous shipping accidents related to communication breakdown (Bocanegra-Valle, 2010; Horck, 2005; Theotokas & Progoulaki, 2007). Cultural issues in the maritime industry have been classified by Bocanete and Nister (2009) as: native,

ethnic, language based, national, racial or based on religious beliefs, which have become important areas of concern in recent times; and importantly, influencing the recruitment and retention policies of shipping companies. For instance, some shipping companies have policies, often informal, that prefer or favour seafarers from developed nations attaining officer positions on-board their ships; leaving the seafarers from non-traditional seafaring countries to occupy the lower ranks (Lane, Obando-Rojas, Sorensen, Wu, & Tasiran, 2002). As explained by Eler, Calambuhay, Bernas, and Magramo (2009), this reluctance constitutes one of the key causes of global shortage in ship officers, and if not changed, may result in cultural issues emerging as the major obstacle towards the sustainability of seafarer supply.

In relation to the age demographics of seafarers, there is evidence suggesting the seafaring population is ageing; especially among officers from traditional maritime nations where there is growing apathy among youth towards the seafaring career (McLaughlin, 2012). The various demographics of the Baby Boomers and Generation X are moving closer to retirement (Cahoon & Haugstetter, 2008). Filling these vacancies remains a major human resource challenge for the shipping industry not just in filling the void from Generation Y and in a few years, Generation M (Millennials), but also in managing the diverse expectations of these new employees (Camille & Nicole, 2011; Glass, 2007; Paul, 2004); where there is often a greater focus on a better work/life balance (Cotten, 2007). In other words, previous employee management practices are likely to be inadequate for Generation Y and beyond (Kowalewski, Moretti, & McGee, 2012).

## **The Changes to Life at Sea**

The era where seafaring was viewed as a lifetime profession may now have come to an end. Structural changes in the industry such as advanced handling technology, reduced time in port, and the remote location of ports away from city centres have changed the very fabric of life at sea. In some cases, large vessels may spend only 24-36 hours in port thus providing little time for the much sought after shore leave (Deloitte, 2011; Oldenburg & Jensen, 2012). When coupled with the use of a skeletal ship crew on-board and increased workload, seafaring is becoming less likely to be a career of adventure (Dimitrova & Blanpain, 2010). Whereas going to sea was to see the world, the new mantra is to go to sea to see the sea.

Working at sea is becoming more demanding with on-board conditions on some vessels not being ideal due to for example, engine room noise (Oldenburg & Jensen, 2012) as well as shift work disrupting seafarers' biological rhythm (Dembe, Erickson, Delbos, & Banks, 2005; Spurgeon & Harrington, 2001). Recent findings by Zaar and Hammarstedt (2012) found that poor working conditions on-board are negatively affecting the recruitment of young people in Scandinavian countries into a seafaring career. To attract young people, Cremers (2010) recommends improving working conditions on-board ships in order to meet the expectations of the newer generations. Unattractive working conditions are factors that also impact on retention (Caesar, Cahoon, & Fei, 2013), particularly when seafarers' transferable skills are valued and sought ashore in mining and other technical industries.

## HUMAN RESOURCE PRACTICES IN SHIPPING

Recruitment is a strategic human resource function used to attract valuable talent to ensure the organisation remains competitive (Snell & Bohlander, 2012). Recruitment is also an activity that involves the risk of selecting inappropriate staff resulting in high costs due to increased turnover (Rath, 2011). Psychological testing has become one means to improve the assessment of recruits (Vinchur & Bryan, 2012), a practice that is not commonly used in shipping. Within shipping, appropriate recruitment strategies and practices are pivotal to its success if the industry is to attract suitable seafarers able to work in a complex environment due to changing regulatory requirements and dynamic institutional practices (Progoulaki & Theotokas, 2010; Stopford, 2009; Wright, 2012).

The concept of employer branding has become a strategic tool relying on psychological, economic and functional reward systems to assist organisations gain greater access to skilled employees (Branham, 2001; Thorne, 2004). In the context of the shortage of shipping, only a few researchers (see for example, Cahoon & Haugstetter, 2008; Cahoon et al., 2010; Kokoszko, 2006; Kokoszko & Cahoon, 2007) advocate the use of employer branding for shipping companies. Similarly the work of Thai and Latta (2010) recommends how employer branding can be proactively harnessed by the shipping industry to distinguish it from other sectors.

The reality is that the human resource aspect of shipping is one that is inextricably linked to the career lifecycle of seafarers from recruitment, training, succession planning, retention and through to the eventual exit. At each stage of the seafarer's career, there are several human resource practices among shipping companies that potentially endangers the sustainability of the labour supply needed to meet fluctuating industry demands.

### Recruitment of Seafarers

Recruitment forms part of the crewing strategy adopted by shipping companies to ensure a constant flow of seafarers. The methods by which seafarers are recruited into the shipping industry vary from being direct or indirect (Couper, Walsh, Stanberry, & Boerne, 1998; Tarver, 2001). The indirect approach has tended to become more popular among shipowners due to the underlying cost efficiency (Branch, 2007) and the global reach offered by crew supplying companies (Goulielmos, Giziakis, & Pallari, 2011; Panayides, 2003). The lack of adequate training berths on most modern day ships (House, 2012; Lewarn, 2009; Lewarn & Francis, 2009) means that shipping companies do not have a strong cadet system to enable the in-house direct crewing approach (Theotokas & Progoulaki, 2007); and hence the outsourcing to crewing companies that has many performance-based disadvantages (Progoulaki & Theotokas, 2010). The most common disadvantages include: inadequate crewing of vessels by unscrupulous ship crewing agencies to make profits (Bloor, Thomas, & Lane, 2000), dubious practices by non-licensed crewing agencies such as falsification of certificates (Dimitrova & Blanpain, 2010) and inhumane treatment of seafarers (Zhao & Amante, 2005). In addition, some shipping companies introduce inefficiencies into their recruitment practices by adopting policies that discriminate against seafarers trained in developing countries (Eler et al., 2009; Lane et al., 2002). Other short-term recruitment 'solutions' include the re-

employment of retired officers (Donner, 2008), poaching of officers (Magramo et al., 2010), quick elevation of newly qualified officers to the rank of master, the lengthening of duty tours of officers and reducing manning levels (Hetherington, Flin, & Mearns, 2006). The above represent disturbing trends that may create further instability within the seafaring labour market, never mind negative implications for safety at sea (Parlak & Yildirim, 2011).

There are a number of challenges confronting the effective recruitment of seafarers which ultimately affects their retention in the long run due to the difficulties in building an effective employer-employee relationship (see for example, Dinwoodie, 2000; Sambracos & Tsiaparikou, 2001; Thomas, 2004). From the cadet level to that of a ship master, the most common issues affecting the recruitment and reliable supply of seafarers include: high wastage rates among cadets (Gekara, 2008, 2009), a lack of collaboration between shipowners and training institutes, poor recruitment practices among shipping companies, growing apathy among young people in traditional maritime nations towards a seafaring career (Magramo & Gellada, 2009), insufficient funding and commitment for training from shipping companies, a lack of training berths for the timely deployment of cadets, and poor cadet experiences at sea.

All these challenges create an urgent need for shipping companies to revise their current stop-gap recruitment practices by assuming a more proactive stance towards the supply of maritime labour. This is achievable through the effective use of strategic human resource tools such as succession planning and career development with a long-term view towards the sustainability of global seafaring labour supply.

## **Succession Planning and Career Development for Seafarers**

Succession planning is an integral aspect of talent management that should form the nucleus of recruitment policies in successful organisations (Garman & Glawe, 2004). Often, succession planning is confused with staff replacement, even though the two are not the same (Rothwell, 2010). While staff replacement is a reactive decision, succession planning proactively prepares for changes in the staffing profile (Atwood, 2007). The shipping industry unfortunately is widely acknowledged as being reactive towards managing skilled talent (Blanco-Bazan, 2004). By adopting succession planning strategies, employers of seafarers will be better placed to cater for future increases in labour demand during periods of economic prosperity. This requires on-going development of employees to build organisational capabilities and preserve specialised knowledge (Poduch & Rothwell, 2004).

Due to the link between succession planning and career planning (Taylor & McGraw, 2004) shipping companies should consider the diverse career needs and ambitions of their employees when designing the succession plan. Rothwell (2010) argues that a succession plan without a career plan is just a wish list; likewise a career plan without a succession plan is a roadmap without a destination. Therefore, any succession plan designed by shipping companies must be capable of effectively tracking, mentoring and training seafarers to occupy future positions.

In an era where many organisations are struggling to manage growing diversity among their workforce (Stevens, Plaut, & Sanchez-Burks, 2008), succession planning is an ideal solution for a highly globalised industry such as shipping. Also, given the long lead time between the period cadets enter into the industry until becoming officers (on average ten

years), many frustrations related to on-board training, organisational culture and career progression can lead to wastage of future talent (see for example, Gekara, 2008, 2009). Succession planning is an effective strategic management tool with which shipping companies can stabilise their pool of labour regardless of the prevailing economic climate.

## **Training of Seafarers**

The average training period for cadets is four years (Bloor & Sampson, 2009; Gould, 2010) during which they undergo a hybrid of classroom and shipboard learning to acquire the requisite seafaring skills to become junior officers. Developing quality ship officers as per industry standards is a time-consuming and laborious exercise demanding major investment and collaboration in training from industry stakeholders (Ziarati, Ziarati, & Acar, 2011), which is not always forthcoming (Galić, Lušić, & Pušić, 2012).

Some shipping companies are not committed to the training of their employees. There is an emerging practice where shipping companies recruit from a blend of traditional and non-traditional countries thus shirking training responsibilities and encouraging the poaching of officers by offering higher salaries (Donner, 2008; Gekara, 2012; Weintrit, 2009). The fear of poaching is cited as a reason why some shipping companies do not engage in training their cadets, particularly when the average cost of training seafarers from school leaver to officer is estimated at \$USD290,000 (Wild, 2012). As the concerns of poaching perpetuate through the industry, this eventually results in fewer seafarers being trained to become officers thereby creating further shortages.

The cadet system forms the backbone of ship officer supply (Gekara, 2012); but with shipowners partially neglecting the role of training cadets and the unavailability of adequate training berths on modern ships, maintaining a substantial labour pool to flow into the higher ranks within the hierarchy of a vessel's complement is becoming difficult. Obando-Rojas, Gardner, and Naim (1999) likens the supply of ship officers to a supply chain beginning with the entry of cadets; but it is under threat from poor recruitment and growing wastage patterns (Gekara, 2008, 2009) and the existence of training delays, which has negative ramifications for both the offshore and onshore sectors of the maritime industry (Gardner, Naim, Obando-Rojas, & Pettit, 2001; Klikauer & Morris, 2003). Of interest is that Graveson (2009) found a strong association between the lack of training commitment from shipping companies and the prevailing manning crisis in the maritime industry. One of the key problems that a little commitment to training of seafarers creates is attrition among cadets. Even though the natural destination of cadets is the confines of a ship, not all cadets go to sea after school as some seek employment with land-side companies in the maritime industry (Zhao & Amante, 2005) further reducing the number of cadets available to be groomed into officers.

## **Turnover and Mobility of Seafarers**

The shortage of ship officers and future forecasts of increases in demand require an understanding of why seafarers move from ship to shore (Haka, Borch, Jensen, & Leppin, 2011). The reasons are numerous and include: the criminalisation of seafarers (Kirby, 2011, 2012), piracy (Mitropoulos, 2011; Mukundan, 2003), poor working conditions (Bauer, 2008;



Oldenburg & Jensen, 2012), economic pressures, and negative industry image disseminated by the media. The shortage of ship officers is exacerbated by their continuous mobility to land-based jobs. Although recruits are initially attracted to seafaring as a profession, their experiences do not align with their expectations and that may prompt a move on-shore.

There are various points along a seafarer's career pathway where attrition is likely to occur. The first potential stage of exit for seafarers occurs as a cadet in the first 14 months, which is due to the: inability to cope with the strenuous nature of life at sea, classroom learning difficulties, as well as inhumane and unsupportive attitudes from mentors at sea (Gekara, 2008, 2009). Attrition is also prevalent among integrated ratings and cadets who progress to the rank of junior officers (Obando-Rojas et al., 1999). There are other internal reasons for voluntary turnover that may also relate to the seafarer's dissatisfaction with their job and/or the shipping company/ship crewing agency. Two issues may relate to the seafarer's salary which is also related to their promotional opportunities. Where many cadets entering the shipping industry may view becoming a senior officer or master a natural career progression, this is not always the case. For example, when shipping companies segment their employees based on ethnic background, this may influence staff promotion decisions with some nationalities having pre-eminence over others (Lane, 2002). Hence for some nationalities, there may be less opportunity to rise up the hierarchical ladder on-board to become a senior officer or master as a result of an artificial, yet real glass ceiling existing. As Herzberg's employee motivation model (Herzberg, Mausner, & Snyderman, 1993) explains, advancement is a key tool towards the retention of employees of which seafarers are no exception (Lindgren & Nilsson, 2012), hence a lack of opportunities for advancement on-board may create reasons for termination. Whether due to reasons of the glass ceiling, the seafarer's technical and leadership abilities, or a position being available at the senior levels, the result becomes a plateauing of the seafarer's salary that occurs at the times of career progression being denied. At this stage the seafarer may be in their late 20s or early 30s, where externalities are also having an impact on voluntary turnover decisions, such as becoming married, beginning a family or being concerned about ageing parents. Figure 1 suggests there may be a convergence of internally and externally originating termination factors at a particular point in time, and if it occurs, places intense psychological pressure on the seafarer that may make the decision to voluntarily terminate a *fait accompli*, particularly if opportunities in other industries or ashore are easily identified, such as those currently occurring in the mining and offshore oil and gas industries. If this convergence point can be identified, employers can then implement human resource practices to prepare seafarers prior to this point being reached by being much clearer on career progression during performance management, explaining the value of the seafarer to the company, and providing counselling services. A useful starting point for employers may be to investigate the accuracy of research indicating seven years as being an average length of a seafarer's career and thus a major convergence point.

## Retaining Skilled Talent

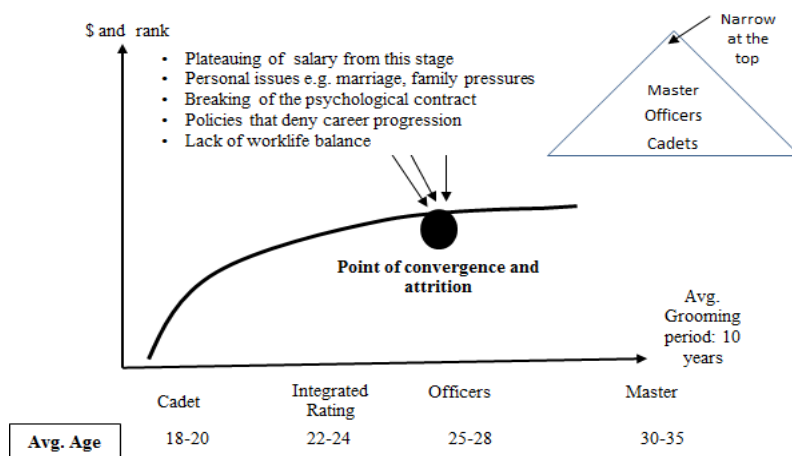
The retention of ship officers is an important issue due to a reported one out of ten officers leaving the industry within an average of seven years (BIMCO/ISF, 2005). Pekcan, Barnett, and Gatfield (2003) suggest that less seafarers are staying at sea beyond ten years but

those who do may probably remain until retirement. The impact of this statistic is that the likelihood of seafarers attaining ship officer or master level positions is unlikely given the extensive and lengthy period of training and experience required, thereby worsening the prevailing labour crisis at the higher echelon of a ship's crew.

Employee retention is also important due to the high cost of replacement and the complex nature of the turnover process (Kulik, Treuren, & Bordia, 2012). Hafeez and Abdelmeguid (2003) found that the dynamics of the job market is creating a challenge for organisations in retaining their core staff with many companies concerned about losing critical business knowledge when their employees leave. It has therefore become important that organisations understand the reasons that instigate high staff turnover in order to develop pragmatic measures to deal with it (Armstrong, 2012). Griffeth, Hom, and Gaertner (2000) suggest that a lack of job satisfaction and organisational commitment are among the key factors influencing a high turnover rate among employees. The same applies to the shipping industry where a high level of job satisfaction is able to lower the turnover rate among seafarers (Turker & Er, 2007). As a major antecedent of voluntary turnover (Hom, Caranikas-Walker, Prussia, & Griffeth, 1992), job satisfaction has been extensively researched in recent times. The most common sources of job satisfaction that have emerged in the literature include: wages

(Cimete, Gencalp, & Keskin, 2003), supervision and leadership (Kim & Brymer, 2011), organisational structure and organisational culture (Glisson, Green, & Williams, 2012), the nature of the work and job characteristics (Mark & Smith, 2012) and career prospects (Theodossiou & Zangelidis, 2009).

All the above sources of job satisfaction can be classified as either intrinsic or extrinsic (Ganzach & Fried, 2012; Goetz et al., 2012); with Ramlall (2004) linking them to motivation theories since they are primarily supposed to address employee expectations. Hence the degree of job satisfaction is often influenced by the extent to which incentives are used to motivate employees to meet or exceed expectations (Luthans, 1992). Salary is an example of an extrinsic reward system that is positively related to the retention of employees (see for example, Griffeth et al., 2000; O'Neill, Stanley, & O'Reilly, 2011).



Source: Authors

Figure 1. Convergence of termination factors in the life of seafarers.

Although extrinsic reward systems are influential in the retention of employees, this is not essentially the same for all professions. In the shipping industry for instance, intrinsic reward schemes and organisational culture are regarded as being more effective for the retention of ship officers (Nigel, 2008; Turker & Er, 2007). As the emergence of third-party ship management makes it increasingly difficult for shipping companies to form the required relationships and reward systems with their crew, it has become more necessary for the ship management crewing company to instead focus on building a strong organisational culture to enhance retention.

In some cases, reward or incentive systems may not be effective in retaining those seafarers whose primary reasons for leaving are more intrinsic, for example, family commitment, health issues, or simply having enough with the sea. In such cases, it is suggested that the focus should be placed on retaining the knowledge and skills of those who are leaving rather than providing incentives to physically keep them (Fei, 2011; Fei, Chen, & Chen, 2009). Effective knowledge management practices in the shipping industry can reduce the negative impacts of high personnel mobility and turnover prevailing in the industry.

## **Workplace Discrimination, Health, and Safety**

Other issues impacting on retention are those relating to workplace discrimination, health, and safety. Numerous forms of cultural discrimination occur within shipping companies with negative consequences for the retention of ship officers. Parlak and Yildirim (2011) for example, found that seafarers from developing countries are subjected to several discriminatory and unfair labour practices, and do not dare to complain due to fear of losing their jobs. Carter (2005) also found discriminatory crew practices among shipowners by examining the relationship between unequal conditions of service (in terms of wage rates, length of duty period, age, nationality rank and holiday duration) and stress among seafarers. Poor human resource practices reported among shipowners, also breeds unfulfilled expectations from the perspective of seafarers which degenerates into the breach of the psychological contract; leading to the loss of employee satisfaction, loyalty and organisational commitment (Donn, 2003; Progoulaki & Roe, 2011). Eventually, skilled talent cannot be retained. These poor human resource practices extend to the actions of employers during periods of economic downturn where focusing exclusively on reducing operational expenses leads to decreases in morale, motivation and commitment among seafarers as loyalty from employers is not seen as being two-way. As explained by Asyali and Zorba (2009), the reductions in operational expense include cancelling existing cadet programmes, reducing costs associated with seafarer welfare, lowering crewing levels, increasing on-board maintenance and repairs instead of replacements. Retrenchments and a focus on costs have a negative impact on recruitment as news in the media and by word-of-mouth result in the ever-growing negative perceptions among younger generations about seafaring as a profession. The working environment of seafarers is constantly changing but not necessarily improving, such as poor working conditions and discriminatory practices. For instance, shipping companies tend to give ship officers from Western countries favourable contracts and conditions of employment as compared to their counterparts from the developing world (Thomans & Bailey, 2006). The situation worsens for integrated ratings who are made to

overwork due to the absence of a reasonable relief system (Parlak & Yildirim, 2011), and thus retention becomes difficult as the seafarer approaches burn out and leaves the industry.

Another important aspect of workplace health and safety that potentially impacts on retention is the nature of working conditions on-board. The working life of seafarers is mostly in an environment that is considered to be lonely and secluded from society (Dimitrova & Blanpain, 2010) and at times contributing to suicide on-board ships (Oldenburg, Hogan, & Jensen, 2012; Roberts & Marlow, 2005). Couper's (2012) portrait of a life at sea is reflected in words such as hazards, mobility, isolation and vulnerability; which provides a largely negative outlook. Additionally, seafarers work for long hours on daily basis away from family and loved ones, having intermittent sleep patterns that can trigger mental-related health problems (Iversen, 2012).

In relation to the confined nature of their working environment, seafarers are highly susceptible to stress and other psychological hazards during their career (Jaremin, 2009). Hence the working pattern followed by seafarers is associated daily with exposure to noise, vibration; bridge watch schedules that impact on sleeping patterns, and isolation, all of which can make a seafaring career unattractive and not a long term proposition.

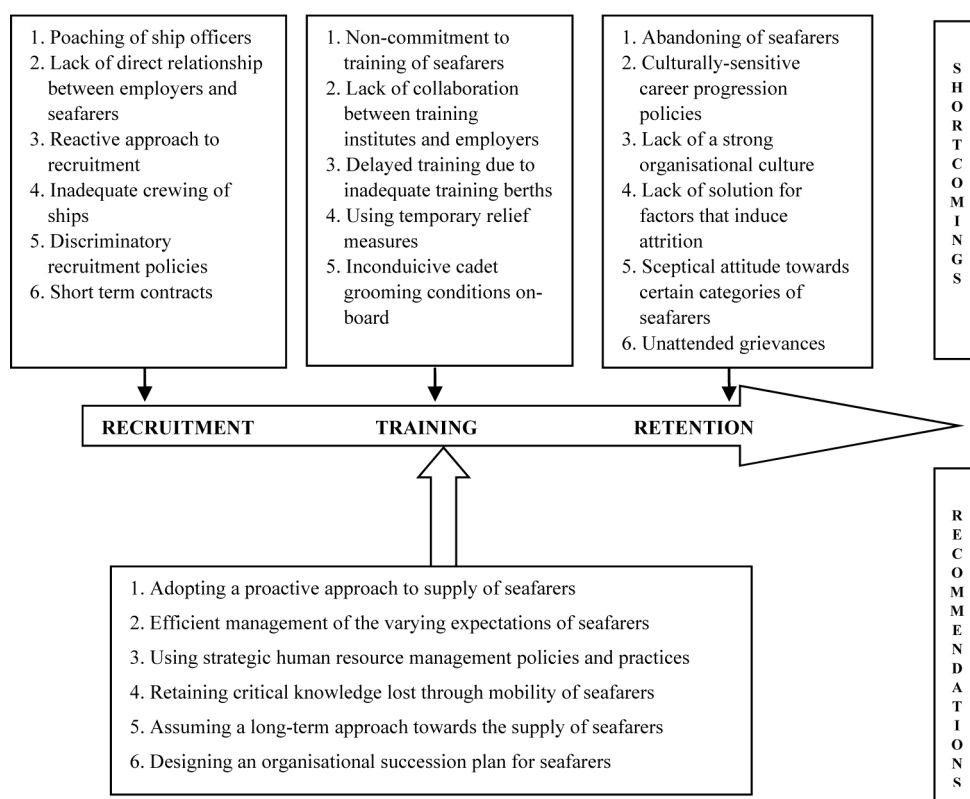


Figure 2. Current and recommended HR practices.

## CONCLUSION

Figure 2 summarises the discussion of this chapter with the top half of the figure indicating the existing HR practices in the industry and the lower half recommending more proactive approaches in managing the seafarer workforce. The challenges confronting a stable and sustainable supply of seafarers are numerous and multidimensional. The supply of seafarers is fraught with many challenges that can be traced to poor industry and organisational level human resource policies and practices. This also relates to the reactive rather than proactive approach of employers of seafarers that has impacted on the global shortage of ship officers, which becomes more pronounced in periods of economic boom. The interaction between poor human resource practices among shipping companies and periodic changes within the macroeconomic environment has ultimately created labour complications that need to be addressed in order to secure a sustainable supply of seafarers for now and in the future.

Asyali and Zorba (2009) explained that a solution to high wastage among seafarers, especially during periods of economic downturns is for shipping companies to approach the challenges common with the recruitment, training and retention of seafarers using strategic human resource policies. Succession planning is an example of how traditional human resource management tools can be employed to sustain the supply of seafarers since it will tackle the problem in a proactive rather than reactive manner. An effective succession plan for seafarers will help to deal with the increasing rate of attrition recorded among cadets, junior and senior officers as it helps to deal with the main issues responsible for such a phenomenon.

Due to the many reasons for termination and potential spatial convergence, retention is a key human resource issue for seafarers and in particularly for ship officers. Sustaining the availability of ship officers to operate the future global fleet must be embedded in the effective recruitment of seafarers and equally linked to the retention of skilled talent within the industry. Besides the earlier mentioned recruitment challenges and reasons for termination, any issues associated with perceived job insecurity which may be influenced by poor organisational practices or macro-environment events, such as retrenchment and labour inequity, can trigger the movement of seafarers ashore to maritime or other industries as they become anxious over the uncertainty of their future career prospects (Gekara, 2010).

Poor human resource practices lead to grievances among seafarers which in turn, result in high attrition. Good human resource practices should incorporate recruitment, training, succession planning, and retention in the management of seafarers. However, due to the structure of the shipping industry and the high mobility of seafarers both nationally and internationally, the management of seafarer workforce requires the collaboration of all stakeholders in the industry. Proactive human resource management practices are essential to the development and maintenance of a sustainable seafarer workforce.

## REFERENCES

Armstrong, M. (2012). *Armstrong's handbook of human resource management practice* (12th ed.). United Kingdom: Kogan Page Publishers.

- Asyali, E., & Zorba, Y. (2009, 15th - 17th April, 2009). *The impact of global economic crisis on human resources strategies in maritime industry*. Paper presented at the Maritime Education Summit: Trending and Pedagogy for the Future, Massachusetts.
- Atwood, C. G. (2007). *Succession planning basics*. United States of America: American Society for Training and Development.
- Bauer, P. J. (2008). The Maritime Labour Convention: An adequate guarantee of seafarer rights, or an impediment to true reforms? *Chicago Journal of International Law*, 8(2), 643-659.
- BIMCO/ISF. (2005). *BIMCO/ISF 2005 Manpower Update—The World-wide Demand for and Supply of Seafarers*. University of Warwick: Institute for Employment Research.
- BIMCO/ISF. (2010). *BIMCO/ISF Manpower Update: The Worldwide Demand for and Supply of Seafarers*: Dalian Maritime University and Institute for Employment Research, University of Warwick.
- Blanco-Bazan, A. (2004). IMO: Historical highlights in the life of a UN Agency. *Journal of the History of International Law*, 6(2), 259-283.
- Bloor, M., & Sampson, H. (2009). Regulatory enforcement of labour standards in an outsourcing globalized industry: the case of the shipping industry. *Work, Employment & Society*, 23(4), 711-726.
- Bloor, M., Thomas, M., & Lane, T. (2000). Health risks in the global shipping industry: An overview. *Health, Risk & Society*, 2(3), 329-340.
- Bocanegra-Valle, A. (2010). Global markets, global challenges: The position of maritime English in today's shipping industry. In P. Lang (Ed.), *English in the European Context: the EHEA Challenge* (pp. 151-174). Switzerland: International Academic Publishers.
- Bocanete, P., & Nister, C. (2009, 30th September - 3rd October, 2009). *Challenges and cultural identity issues of maritime human resources in the globalized world*. Paper presented at the 5th International Vilnius Conference, Vilnius, Lithuania.
- Branch, A. E. (2007). *Elements of shipping* (8th ed.). United Kingdom: Routledge.
- Branham, L. (2001). *Keeping the people who keep you in business: 24 ways to hang on to your most valuable talent* (1st ed.). New York: American Management Association.
- Caesar, L., Cahoon, S., & Fei, J. (2013, 3rd - 5th July, 2013). *Breaking the psychological contract and managing expectations: Developing solutions for the shortage of ship officers*. Paper presented at the International Association of Maritime Economists Conference, Marseille.
- Cahoon, S., & Haugstetter, H. (2008, 13th -14th October, 2008). *Shipping, shortages and generation Y*. Paper presented at the 8th International Conference on Maritime Training, Communication and Technology (MARTECH), Singapore.
- Cahoon, S., Haugstetter, H., & Bhaskar, P. (2010, 7th-9th July, 2010). *Overcoming seafarer shortages: Human resource management and marketing strategies for a sustainable future*. Paper presented at the International Association of Maritime Economists Conference, Lisbon, Portugal.
- Camille, K., & Nicole, S. (2011). Understanding and managing generational differences in the workplace. *Worldwide Hospitality and Tourism Themes*, 3(4), 308-318. doi: 10.1108/17554211111162435
- Carter, T. (2005). Working at sea and psychosocial health problems Report of an International Maritime Health Association Workshop. *Travel Medicine and Infectious Disease*, 3(2), 61-65. doi: 10.1016/j.tmaid.2004.09.005

- Cimete, G., Gencalp, N. S., & Keskin, G. (2003). Quality of life and job satisfaction of nurses. *Journal of Nursing Care Quality*, 18(2), 151-158.
- Cotten, A. (2007). *Seven steps of effective workforce planning*. Baltimore: IBM Center for the Business of government.
- Couper, A. (2012). Perceptions and attitudes of seafarers towards maritime regulations: An historical perspective. In A. Chircop, N. Letalik, T. L. McDorman & S. Rolston (Eds.), *The regulation of international shipping: international and comparative perspectives: Essays in honour of Edgar Gold* (pp. 429-442). Leiden, Netherlands: Martinus Nijhoff Publishers.
- Couper, A. D., Walsh, C. J., Stanberry, B. A., & Boerne, G. L. (1998). *Voyages of abuse: Seafarers, human rights and international shipping*. London: Pluto Press.
- Cremers, P. (2010, 11th May, 2010). *How to attract entrants to shipping industries: Introduction of an actual experience by shipping industries*. Paper presented at the Seminar on the Problem of the Global Shortage of Seafarers and the role of the Shipping Industry through CSR activities, London.
- De Silva, R., Stanton, P., & Stanton, J. (2011). Determinants of Indian sub-continent officer-seafarer retention in the shipping industry. *Maritime Policy & Management*, 38(6), 633-644. doi: 10.1080/03088839.2011.615869
- Deloitte. (2011). Challenge to the industry - Securing skilled crews in today's marketplace. *Research on Shipping and Ports* Retrieved 30th May, 2012, from [www.deloitte.com/view/en\\_GX/global/industries/energy-resources/shipping/](http://www.deloitte.com/view/en_GX/global/industries/energy-resources/shipping/)
- Dembe, A. E., Erickson, J. B., Delbos, R. G., & Banks, S. M. (2005). The impact of overtime and long work hours on occupational injuries and illnesses: new evidence from the United States. *Occupational and Environmental Medicine*, 62(9), 588-597.
- Dimitrova, D. N., & Blanpain, R. (2010). *Seafarers' rights in the globalized maritime industry* (1st ed. Vol. 75). Netherlands: Kluwer Law International BV.
- Dinwoodie, J. (2000). The perceived importance of employment considerations in the decisions of students to enroll on undergraduate courses in maritime business in Britain. *Maritime Policy & Management*, 27(1), 17-30.
- Donn, C. B. (2003). Sailing beyond the reach of workplace regulations: Worker exploitation by MNCs on the high seas. In W. N. Cooke (Ed.), *Multinational companies and global human resource strategies* (pp. 293-304). United States of America: Greenwood Publishing Group Inc.
- Donner, P. (2008, 21st - 23rd November, 2008). *Reasons for and insurance implications of the manning crisis*. Paper presented at the 2nd International Scientific Maritime Conference on Human Resources in the Shipping Industry: New Trends and Challenges in the 21st Century, Limassol, Cyprus.
- Drewry, S. C. (2009). *Manning Manpower Update*. London: Drewry Publishing.
- Dyer-Smith, M. (1992). Shipboard organization-the choices for international shipping. *Journal of Navigation*, 45(3), 414-424.
- Eler, G., Calambuhay, J., Bernas, L., & Magramo, M. (2009). Officers' shortage: Viewpoints from stakeholders. *International Journal on Marine Navigation and Safety of Sea Transportation*, 3(4), 471-474.
- Fei, J. (2011). An empirical study of the role of information technology in effective knowledge transfer in the shipping industry. *Maritime Policy & Management*, 38(4), 347-367.

- Fei, J., Chen, S., & Chen, S.-L. (2009). Organisational Knowledge Base and Knowledge Transfer in the Shipping Industry. *Electronic Journal of Knowledge Management*, 7(3), 325-340.
- Galić, S., Lušić, Z., & Pušić, D. (2012). Seafarers market. *International Journal of New Trends in Arts, Sports & Science Education (IJTASE)*, 1(3), 33-39.
- Ganzach, Y., & Fried, I. (2012). The role of intelligence in the formation of well-being: From job rewards to job satisfaction. *Intelligence*, 40(4), 333-342.
- Gardner, B., Naim, M., Obando-Rojas, B., & Pettit, S. (2001). Maintaining the maritime skills base: Does the government have a realistic strategy? *Maritime Policy & Management*, 28(4), 347-360. doi: 10.1080/03088830010005653
- Garman, A. N., & Glawe, J. (2004). Succession Planning. *Consulting Psychology Journal: Practice and Research*, 56(2), 119-128.
- Gekara, V. O. (2008). *Globalisation, state strategies and the shipping labour market: The UK's response to declining seafaring skills*. (PhD PhD), Cardiff University, Cardiff.
- Gekara, V. O. (2009). Understanding attrition in UK maritime education and training. *Globalisation, Societies and Education*, 7(2), 217-232. doi: 10.1080/14767720902908190
- Gekara, V. O. (2010). The stamp of neoliberalism on the UK tonnage tax and the implications for British seafaring. *Marine Policy*, 34(3), 487-494.
- Gekara, V. O. (2012, 29th September - 1st October, 2012). *What about skills? A discussion of the role of skills in the strategic positioning of ports as essential catalysts of trade and economic growth*. Paper presented at the Australasian Transport Research Forum Canberra, Australia.
- Glass, A. (2007). Understanding generational differences for competitive success. *Industrial and Commercial Training*, 39(2), 98-103.
- Glisson, C., Green, P., & Williams, N. J. (2012). Assessing the Organizational Social Context (OSC) of child welfare systems: Implications for research and practice. *Child Abuse & Neglect*, 36(9), 621-632.
- Goetz, K., Campbell, S. M., Broge, B., Dörfer, C. E., Brodowski, M., & Szecsenyi, J. (2012). The impact of intrinsic and extrinsic factors on the job satisfaction of dentists. *Community Dentistry and Oral Epidemiology*, 40(5), 474-480. doi: 10.1111/j.1600-0528.2012.00693.x
- Gould, E. A. (2010). *Towards a total occupation: A study of UK merchant navy officer cadetship*. (Doctorate PhD), Cardiff University, Cardiff.
- Goulielmos, A. M., Giziakis, K. V., & Pallari, B. (2011). Advantages and disadvantages of managing own ships by a third party ship management company: an empirical investigation. *International Journal of Shipping and Transport Logistics*, 3(2), 126-150.
- Graveson, M. A. (2009, 21st - 22nd November, 2008). *Human resources in the shipping industry: New trends and challenges in the 21st century'quality personnel - investment or cost*. Paper presented at the 2nd International Scientific Maritime Conference: Frederick University, Limassol, Cyprus.
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26(3), 463-488. doi: 10.1177/014920630002600305



- Hafeez, K., & Abdelmeguid, H. (2003). Dynamics of human resource and knowledge management. *Journal of the Operational Research Society*, 54(2), 153-164. doi: 10.1057/palgrave.jors.2601513
- Haka, M., Borch, D. F., Jensen, C., & Leppin, A. (2011). Should I stay or should I go? Motivational profiles of Danish seafaring officers and non-officers. *International maritime health*, 63(1), 20-30.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1993). *The motivation to work*. New Jersey: Transaction Publishers.
- Hetherington, C., Flin, R., & Mearns, K. (2006). Safety in shipping: The human element. *Journal of Safety Research*, 37(4), 401-411.
- Hom, P. W., Caranikas-Walker, F., Prussia, G. E., & Griffeth, R. W. (1992). A meta-analytical structural equations analysis of a model of employee turnover. *Journal of Applied Psychology*, 77(6), 890-909.
- Horck, J. (2005). Getting the best from multi-cultural manning. *BIMCO Bulletin*, 100(4), 28-36.
- House, D. J. (2012). *Ship handling: Theory and practice* (2nd ed.). Oxford: Routledge.
- Iversen, R. T. (2012). The mental health of seafarers. *International maritime health*, 63(2), 78-89.
- Jaremin, B. (2009). Strategies, means and models of health care in the Polish maritime industry, 1945-2007: summary of the presentation made at the time of the First International Congress of Maritime, Tropical, and Hyperbaric Medicine held on 4-6 June 2009 in Gdynia, Poland. *International maritime health*, 60(1-2), 75-76.
- Kim, W. G., & Brymer, R. A. (2011). The effects of ethical leadership on manager job satisfaction, commitment, behavioral outcomes, and firm performance. *International Journal of Hospitality Management*, 30(4), 1020-1026.
- Kirby, S. M. (2011, 7th July, 2011). *The criminalization of seafarers involved in marine pollution incidents*. Paper presented at the Company of Master Mariners of Canada International Conference, Halifax, Nova Scotia.
- Kirby, S. M. (2012). The continuing criminalization of seafarers: Where to go from here? In A. Chircop, N. Letalik, T. L. McDorman & S. Rolston (Eds.), *The regulation of international shipping: International and comparative perspectives: Essays in honour of Edgar Gold* (pp. 443-464). Leiden, Netherlands: Martinus Nijhoff Publishers.
- Klikauer, T., & Morris, R. (2003). Human resources in the German maritime industries: 'Back-sourcing' and ship management. *International Journal of Human Resource Management*, 14(4), 544-558.
- Kokoszko, N. (2006). *Exploring employer of choice potential in the shipping industry: an organisational perspective*. (Honours Degree Honours), University of Tasmania, Launceston. Retrieved from [http://utas.summon.serialssolutions.com/link/0/eLvHCXMwQ7QykcDYyLKAwtg5tE1Am\\_wR2yTQSrs3UQZNNxcQ5w9dEGrleNTQQNfJcXxoPORIQippaCjkc1BtynzfT71sm2dg8\\_JCTbT-grnvF0CAI6eMd0](http://utas.summon.serialssolutions.com/link/0/eLvHCXMwQ7QykcDYyLKAwtg5tE1Am_wR2yTQSrs3UQZNNxcQ5w9dEGrleNTQQNfJcXxoPORIQippaCjkc1BtynzfT71sm2dg8_JCTbT-grnvF0CAI6eMd0) (Generic)
- Kokoszko, N., & Cahoon, S. (2007, 4th -6th July, 2007). *Developing employer of choice potential in the shipping industry: an organizational perspective*. Paper presented at the International Association of Maritime Economists Conference, Athens.
- Kowalewski, S. J., Moretti, L., & McGee, D. (2012). Succession planning: Evidence from 'best companies in New York'. *International Journal of Management and Marketing Research*, 4(2), 99-108.

- Kulik, C. T., Treuren, G., & Bordia, P. (2012). Shocks and final straws: Using exit interview data to examine the unfolding model's decision paths. *Human Resource Management, 51*(1), 25-46.
- Lane, A. (2002, 27th - 28th September, 2002). *Philippine seafarers: Realities, opportunities and challenges*. Paper presented at the Filipino Seafarers' National Convention, Manila, Philippines.
- Lane, T., Obando-Rojas, B., Sorensen, M., Wu, B., & Tasiran, A. (2002). *Crewing the international merchant fleet*. Surrey: Lloyds Register-Fairplay Ltd.
- Leggate, H. (2004). The future shortage of seafarers: will it become a reality? *Maritime Policy & Management, 31*(1), 3-13. doi: 10.1080/03088830310001642049
- Lewarn, B. (2009). *A review of some solutions to the shortage of maritime skills*. Tasmania: Maritime Transport Policy Centre, Australian Maritime College.
- Lewarn, B., & Francis, J. (2009). *Salvaging and developing a national flag fleet*. Tasmania: Maritime Transport Policy Centre, Australian Maritime College.
- Li, K., & Wonham, J. (1999). Who mans the world fleet? A follow-up to the BIMCO/ISF manpower survey. *Maritime Policy & Management, 26*(3), 295-303.
- Lindgren, N., & Nilsson, J. (2012). *Filipinos sailing on the seven seas-a qualitative study of Filipino seafarers working on international vessels*. (Bachelors Bachelor), University of Borås, Sweden.
- Luthans, F. (1992). *Organizational Behaviour* (6th ed.). New York: McGraw Hill Inc.
- Magramo, M., Eler, G., Calambuhay, J., & Bernas, L. (2010). Officers as prostitutes: Myth or reality? (A study on poaching of officers in the Philippines). *International Journal on Marine Navigation and Safety of Sea Transportation, 4*(3), 333-335.
- Magramo, M., & Gellada, L. (2009). A noble profession called seafaring: The making of an officer. *International Journal on Marine Navigation and Safety of Sea Transportation, 3*(4), 475-480.
- Mark, G., & Smith, A. P. (2012). Effects of occupational stress, job characteristics, coping, and attributional style on the mental health and job satisfaction of university employees. *Anxiety, Stress & Coping, 25*(1), 63-78.
- McLaughlin, H. L. (2012). Seafarers and seafaring. In W. K. Talley (Ed.), *The Blackwell Companion to Maritime Economics* (pp. 321-332). Oxford, UK: Wiley-Blackwell.
- Mitropoulos, E. E. (2011). The year of the seafarer and the impacts of piracy. *WMU Journal of Maritime Affairs, 10*(1), 1-5.
- Mitroussi, K. (2008). Employment of seafarers in the EU context: Challenges and opportunities. *Marine Policy, 32*(6), 1043-1049.
- Mukundan, P. (2003). Piracy and armed robbery against ships today. *WMU Journal of Maritime Affairs, 2*(2), 167-180.
- Nigel, K. (2008). Innovation needed to meet crew shortage. *Marine Log, 113*(6), 23-26.
- O'Neill, O. A., Stanley, L. J., & O'Reilly, C. A. (2011). Disaffected pollyannas: The influence of positive affect on salary expectations, turnover, and long-term satisfaction. *Journal of Occupational and Organizational Psychology, 84*(3), 599-617. doi: 10.1348/096317910x500801
- Obando-Rojas, B., Gardner, B. M., & Naim, M. (1999). A system dynamic analysis of officer manpower in the merchant marine. *Maritime Policy & Management, 26*(1), 39-60.

- Oldenburg, M., Hogan, B., & Jensen, H. J. (2012). Systematic review of maritime field studies about stress and strain in seafaring. *International Archives of Occupational and Environmental Health*, 85(6), 1-15.
- Oldenburg, M., & Jensen, H. J. (2012). Merchant seafaring: a changing and hazardous occupation. *Occupational and Environmental Medicine*, 69(6), 132-148.
- Panayides, P. M. (2003). Competitive strategies and organizational performance in ship management. *Maritime Policy & Management*, 30(2), 123-140.
- Parlak, Z., & Yildirim, E. (2011). Labour markets for and working conditions of Turkish seafarers: An exploratory investigation. *İktisat Fakültesi Mecmuası*, 55(1), 87-104.
- Paul, M. A. (2004). Validating generational differences. *The Leadership & Organization Development Journal*, 25(2), 124-141. doi: 10.1108/01437730410521813
- Pekcan, C., Barnett, M., & Gatfield, D. (2003). *A national survey of cadets*. Warsash: Warsash Maritime Centre.
- Poduch, S., & Rothwell, W. (2004). Introducing technical (not managerial) succession planning. *Public Personnel Management*, 33(4), 405-419.
- 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*, 10(1), 7-23.
- Progoulaki, M., & Theotokas, I. (2010). Human resource management and competitive advantage: An application of resource-based view in the shipping industry. *Marine Policy*, 34(3), 575-582.
- Ramlall, S. (2004). A review of employee motivation theories and their implications for employee retention within organizations. *Journal of American Academy of Business*, 5(1/2), 52-63.
- Rath, T. (2011). *The Executive Guide to Integrated Talent Management* (1st ed.). Rosewood Drive, Danvers, MA: American Society for Training and Development Press.
- Roberts, S. E., & Marlow, P. B. (2005). Traumatic work related mortality among seafarers employed in British merchant shipping, 1976–2002. *Occupational and Environmental Medicine*, 62(3), 172-180.
- Rothwell, W. J. (2010). *Effective succession planning: Ensuring leadership continuity and building talent from within* (4th ed.). New York: Amacom Books.
- Sambracos, E., & Tsiaparikou, J. (2001). Sea-going labour and Greek owned fleet: a major aspect of fleet competitiveness. *Maritime Policy & Management*, 28(1), 55-69. doi: 10.1080/030888301750050769
- Silos, J., Piniella, F., Monedero, J., & Walliser, J. (2012). Trends in the global market for crews: A case study. *Marine Policy*, 36(4), 845-858.
- Snell, S. A., & Bohlander, G. W. (2012). *Managing Human Resources*. New York: South-Western Publishers.
- Spurgeon, A., & Harrington, J. M. (2001). Shiftwork and health. In D. Koh, C. K. Seng & J. Jeyaratnam (Eds.), *Textbook of occupational medicine practice* (2nd ed., pp. 421-442). Singapore: World Scientific Publishing Company Incorporated.
- Stevens, F. G., Plaut, V. C., & Sanchez-Burks, J. (2008). Unlocking the benefits of diversity: All-inclusive multiculturalism and positive organisational change. *The Journal of Applied Behavioral Science*, 44(1), 116-133.
- Stopford, M. (2009). *Maritime economics* (3rd ed.). New York: Taylor & Francis.

- Tarver, S. (2001). *The recruitment strategies of the United Kingdom's shore-side maritime industries*. (Doctorate PhD), Southampton Solent University, Southampton.
- Taylor, T., & McGraw, P. (2004). Succession management practices in Australian organizations. *International Journal of Manpower*, 25(8), 741-758. doi: 10.1108/01437720410570045
- Thai, V. V., & Latta, T. (2010). Employment brand strategy for the shortage of seafarers. *International Journal of Shipping and Transport Logistics*, 2(4), 411-428.
- Theodossiou, I., & Zangelidis, A. (2009). Career prospects and tenure-job satisfaction profiles: evidence from panel data. *Journal of Socio-Economics*, 38(4), 648-657.
- Theotokas, I., & Progoulaki, M. (2007). Cultural diversity, manning strategies and management practices in Greek shipping. *Maritime Policy & Management*, 34(4), 383-403.
- Thomas, M. (2004). Get yourself a proper job girlie!': Recruitment, retention and women seafarers. *Maritime Policy & Management*, 31(4), 309-318.
- Thomas, M., & Bailey, N. (2006). Square pegs in round holes? leave periods and role displacement in UK-based seafaring families. *Work, Employment & Society*, 20(1), 129-149.
- Thorne, K. (2004). One-stop guide: Employer branding. In P. Today (Ed.): Sutton.
- Turker, F., & Er, I. D. (2007). Investigation of the root causes of seafarers' turnover and its impact on the safe operation of the ship. *International Journal on Marine Navigation and Safety of Sea Transportation*, 1(4), 435-440.
- Vinchur, A. J., & Bryan, L. L. K. (2012). A History of Personnel Selection and Assessment. In N. Schmitt (Ed.), *The Oxford Handbook of Personnel Assessment and Selection* (pp. 9-30). New York: Oxford University Press, Inc.
- Wang, J. (2009, 24th -27th May, 2009). *Maritime Safety and Security: Developments and Challenges*. Paper presented at the International Forum on Shipping, Ports and Airports (IFSPA) - Post-Financial Tsunami: The Way Forward for Shipping, Transport and International Trade, Hong Kong.
- Weintrit, A. (2009). *Marine navigation and safety of sea transportation*. Leiden: CRC Press/Balkema.
- Wild, A. (2012). *Securing the future of Australian shipping through officer education and training*. (Bachelors), University of Tasmania, Launceston.
- Wright, P. G. (2012). Shipping Regulatory Institutions and Regulations. In W. K. Talley (Ed.), *The Blackwell Companion to Maritime Economics* (pp. 281-303). Oxford, UK: Wiley-Blackwell.
- Wu, B. (2005). *The world cruise industry: A profile of the global labour market*. Cardiff: Seafarers International Research Centre.
- Zaar, S., & Hammarstedt, K. (2012). *Promotion campaigns in the maritime sector and the attitude of young people towards a career at sea*. (masters Masters), Chalmers University of Technology, Göteborg, Sweden.
- Zhao, & Amante, M. S. V. (2005). Chinese and Filipino seafarers: a race to the top or the bottom? *Modern Asian Studies*, 39(3), 535-557.
- Ziarati, R., Ziarati, M., & Acar, U. (2011, 28th September - 1st October, 2011). *Innovation in MET for New Career and Mobility Opportunities*. Paper presented at the 19th International IMLA Conference, Opatija.