

ANALYSIS OF CREWING ROLES AND FUNCTIONS IN PREPARING THE SHIP CREW ON PT. ANDALAS VOYAGE BAHTERA BARUNA WEST JAKARTA BRANCH

Agus Pramono¹, Muhammad Idris², Frella Zefrianty³

^{1,2,3}Marine Transportation Management Program, Sorong Shipping Polytechnic, Sorong, Indonesia

ABSTRACT

The definition of a crew member is a person who works or is employed on a ship by the owner or operator of the ship to perform tasks on board the ship in accordance with the positions listed in the certificate book. According to maritime law, the definition of crew is all people who work on ships, who are tasked with operating and maintaining and guarding the ship and its cargo, except for the captain. This research was conducted at PT. Pelayaran Andalas Bahtera Baruna Branch West Jakarta, during nine months. Sources of data obtained directly from the research site by observation and direct interviews with the Crewing Executive Dept. The method used is literature, namely the literature related to this thesis. The results obtained from this study indicate that it is not optimal to prepare the ship's crew at the time of the change of the crew, this causes losses in terms of time, energy and company funds in preparing the crew to board the ship.

Keywords: Crewing, Ship Crew, Recruitment, Maritime Human Resource Management, Shipping Company

ABSTRAK

Definisi awak kapal adalah seseorang yang bekerja atau dipekerjakan di atas kapal oleh pemilik atau operator kapal untuk melaksanakan tugas-tugas di atas kapal sesuai dengan jabatan yang tercantum dalam buku siji (buku pelaut). Menurut hukum maritim, definisi awak kapal adalah semua orang yang bekerja di kapal, yang bertugas mengoperasikan, merawat, serta menjaga kapal dan muatannya, kecuali nakhoda. Penelitian ini dilakukan di PT. Pelayaran Andalas Bahtera Baruna Cabang Jakarta Barat, selama sembilan bulan. Sumber data diperoleh secara langsung dari tempat penelitian melalui observasi dan wawancara langsung dengan Crewing Executive Dept. Metode yang digunakan adalah studi pustaka, yaitu literatur yang berkaitan dengan skripsi ini. Hasil yang diperoleh dari penelitian ini menunjukkan bahwa persiapan awak kapal pada saat pergantian awak (sign on/sign off) belum berjalan secara optimal, hal ini menyebabkan kerugian dari segi waktu, tenaga, dan dana perusahaan dalam mempersiapkan awak kapal untuk naik ke kapal.

Kata kunci: Crewing, Awak Kapal, Rekrutmen, Manajemen Sumber Daya Manusia Maritim, Perusahaan Pelayaran

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*** Corresponding Author:**

Frella Zefrianty

Diploma III Marine Transportation Management, Sorong Shipping Polytechnic, Sorong, Indonesia
Jl. Politeknik No. 1, Sorong 92111, Indonesia

Email: zefriantyf@gmail.com

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1. INTRODUCTION

The shipping industry is one of the main pillars in the national transportation system which plays a strategic role in supporting economic growth, logistics distribution, and integration of archipelagic areas. In the context of Indonesia as a maritime country, strengthening the shipping sector is an inevitable need. This is in line with the mandate of Law Number 17 of 2008 concerning Shipping which emphasizes that shipping is a unit of systems that includes transportation in waters, ports, safety and security, and maritime environmental protection. The regulation places safety and security aspects as fundamental elements in the implementation of shipping (Agus et al., 2025).

As time goes by, there is a shift in developed countries, citizens do not want to become seafarers and choose to become business and industrial actors. From this, companies in developed countries are looking for seafarer human resources (HR) to developing countries that have a lot of seafarer human resources, including Indonesia, which is a maritime country that has a lot of seafarer human resources (Afidah et al., 2025).

Conceptually, shipping as a marine transportation system depends not only on the ship's fleet and port infrastructure, but also on the quality of the human resources that operate it. According to human resource management (HRDM) theory, human resources are strategic assets of the organization that determine the effectiveness and efficiency of achieving goals (Hasibuan, 2007). Crew is a job that has an important role in developing the national maritime industrial area and can be a key in human resources that are useful in the operation of ships as crew manning agencies (Amrullah, 2023). In this perspective, the crew is not just operational personnel, but a key actor who ensures shipping safety, smooth operations, and the protection of cargo and the marine environment.

Referring to Law Number 17 of 2008 concerning Shipping Article 135 that the crew on board the ship is obliged to meet qualifications and competencies in accordance with national and international provisions (Lutfi, 2017). Then what is meant by crew is a person who has been certified to work on a ship and is employed

on board by the owner or operator of the ship to carry out duties and responsibilities according to his position (Muslim et al., 2022).

In the realm of international law and regulation, the competence of shipwrights is regulated through the STCW Convention and its amendments (Manila Amendments 2010), which set standards for training, certification, and supervision for seafarers. This standard confirms that every crew member is required to have a valid Certificate of Competency (CoC) and Certificate of Proficiency (CoP). Thus, the fulfillment of administrative and competency requirements is an absolute prerequisite before a crew member can serve on board.

Theoretically, crew management can be analyzed through classic management functions, namely planning, organizing, actuating, controlling (Terry & Rue, 2019). In the context of crewing, the planning function includes planning the needs of the crew according to the type and number of fleets; organizing related to crew placement based on qualifications; implementation (actuating) includes the recruitment, selection, and placement process; as well as controlling in the form of monitoring the validity period of certificates, marine work contracts (PKL), and the completeness of other documents. If one of these functions does not run optimally, it has the potential to cause delays in crew changes, cost overruns, and even risks to shipping safety. For the smooth operation of the ship, it is necessary to have field operational personnel, in this case a crew deck who understands and masters their duties, especially a Mualim who is required to be responsible for supervising a good and efficient loading process (Agustyna & Kismantoro, 2017).

In practice, shipping companies form a special division known as the crewing or crew management department. According to the concept of crew management in maritime management (Stopford, 2009), crew management includes the recruitment process, certification administration, employment contract arrangements, rotation, and performance evaluation. This process must be carried out systematically and documented to ensure compliance with national and international regulations. So that the crew does not feel disadvantaged in the approval of the employment contract, the company must provide a detailed explanation of what the employment contract looks like, where the employment contract contains things about the name of the ship that will later be the place where the crew will work, the time when there is a date as the beginning of the crew starts work and finishes work, the length of

time the crew works, and also payroll where the nominal salary that will be received according to their position is stated (Hanik et al., 2024). The recruitment division and replacement division have prepared a rotation plan for the replacement of the crew owned by the Company and all principals in accordance with the sea work agreement (PKL) that has been owned by the crew who will be on board. Therefore, crewing agent companies are asked to carry out crew changes very effectively, so that the performance of the operation team can cooperate with ship owners better with the support of the quality of human resources that meet specifications (Anshori et al., 2025).

As a national shipping company, PT. Andalas Bahtera Baruna Shipping which operates in West Jakarta has a fleet of tugs and barges as well as cement ships that require the readiness of an adequate number of crew and competence. With a relatively large number of fleets, the complexity of crew management has become higher, especially in terms of controlling the validity period of certificates, implementing medical check-ups (MCU), and managing documents such as seafarers' books and street vendors. Administrative unpreparedness or delays in certificate revalidation can have an impact on the delay of the joining crew process to the ship and implications for the company's operational efficiency.



Figure 1. ABB Ship MV. Iriana

Based on the theory of organizational effectiveness (Steers, 1985), an organization is said to be effective if it is able to achieve goals with optimal use of resources. In this context, the effectiveness of the crewing department can be measured from the smooth process of changing and placing crews without causing loss of time, energy, or cost. However, the phenomenon that occurred shows that there are still obstacles in the process of preparing the ship crew, such as delays in

Based on this background, this research is focused on the analysis of the role and function of crewing in preparing ship crews at PT. Andalas Bahtera Baruna West Jakarta Branch, to find out the extent to which the implementation of the crewing management function has been running effectively and the efforts that can be made to overcome existing obstacles.

This research uses a descriptive qualitative approach, which aims to understand in depth the role and function of the crewing department in preparing ship crews. The qualitative approach was chosen because this research focuses on the processes, meanings, and dynamics that occur naturally in the company's work environment. The descriptive method is used to systematically describe the real conditions that occur in the field without manipulating the research variables.

An aerial photograph of the Tanjung Priok Port area in Jakarta, Indonesia. A large red oval highlights the central part of the port, which includes several large industrial buildings and docks. Labels on the map include "Tanjung Priok - Tanjung Priok", "PELABUHAN TANJUNG PRIOK", "Selat Pelabuhan Raya", "Selat Cendak", "Jalan Cempaka", "Jalan Gunung", "Jalan Cincin Kya Utara", and "Tanjung Priok". The surrounding urban area is visible as a dense grid of streets and buildings.

Analysis Of Crewing Roles And Functions In Preparing The Ship Crew ... (Zefrianty)

The research subjects include the Crewing Manager, Crewing Executive staff, HR Crewing, and several ship crews who are or will be joining the ship. The object of the research is focused on the crew preparation process, the role and function of crewing, as well as the obstacles faced in fulfilling documents and certifications.

Data collection techniques are carried out through observation, interviews, and documentation. Observations were made directly on the activities of the crewing department in the recruitment process, document checking, managing Marine Work Agreements (PKL), and coordinating the implementation of Medical Check-Ups (MCU). The interview was conducted in a semi-structured manner to obtain more in-depth information about work procedures, administrative constraints, and problem-solving efforts. Meanwhile, documentation is used to examine the completeness of documents such as competency certificates, seafarers' books, street vendors, as well as compliance with the provisions of the STCW Convention and applicable national regulations.

Data analysis is carried out in a qualitative descriptive manner through the stages of data reduction, data presentation, and conclusion drawn. The data that has been collected is selected and focused on aspects relevant to the research, then presented in the form of narrative descriptions and process charts. To maintain the validity of the data, this study uses source and technique triangulation techniques, as well as clarifying informants (member check). With this method, it is hoped that the results of the research will be able to provide a comprehensive overview of the effectiveness of the role and function of crewing in preparing ship crews.

3. RESULTS AND DISCUSSION

3.1. Result

Based on the results of research conducted at PT. The Andalas Bahtera Baruna West Jakarta Branch Voyage found that the Crewing Department plays a central role in ensuring the administrative readiness, competence, and legality of the ship's crew before carrying out a join on board. The analysis shows that the role of crewing is not only administrative, but also includes the function of planning marine labor needs, controlling the completeness of documents, and connecting the company's management with crews and related agencies. In this context, the crew plays the role of the main coordinator who ensures that each

crew meets the competency requirements according to their position, the validity period of the certificate, and the provisions of shipping laws.

Operationally, the role of crewing can be described into several main aspects. First, the role of crew needs planning (manpower planning), which is to prepare a rotation schedule based on the work contract and fleet needs so that there is no vacancy on board. Second, the role of selection and verification, namely checking the validity of the certificate of competency (Certificate of Competency and Certificate of Proficiency), seafarer's book, endorsement, and other supporting documents before the crew is declared ready to depart. Third, the role of facilitation and coordination, namely taking care of Medical Check-Up (MCU), the preparation of Sea Work Agreements (PKL), and coordination with Syahbandar and related agencies. Fourth, the role of administrative supervision, in the form of monitoring the validity period of documents and certificates so that they remain in accordance with the provisions of the STCW Convention and national regulations.

**NEW CREW RECRUITMENT PROCESS FLOW IN
PT. ANDALAS VOYAGE BAHTERA BARUNA
WEST JAKARTA BRANCH**

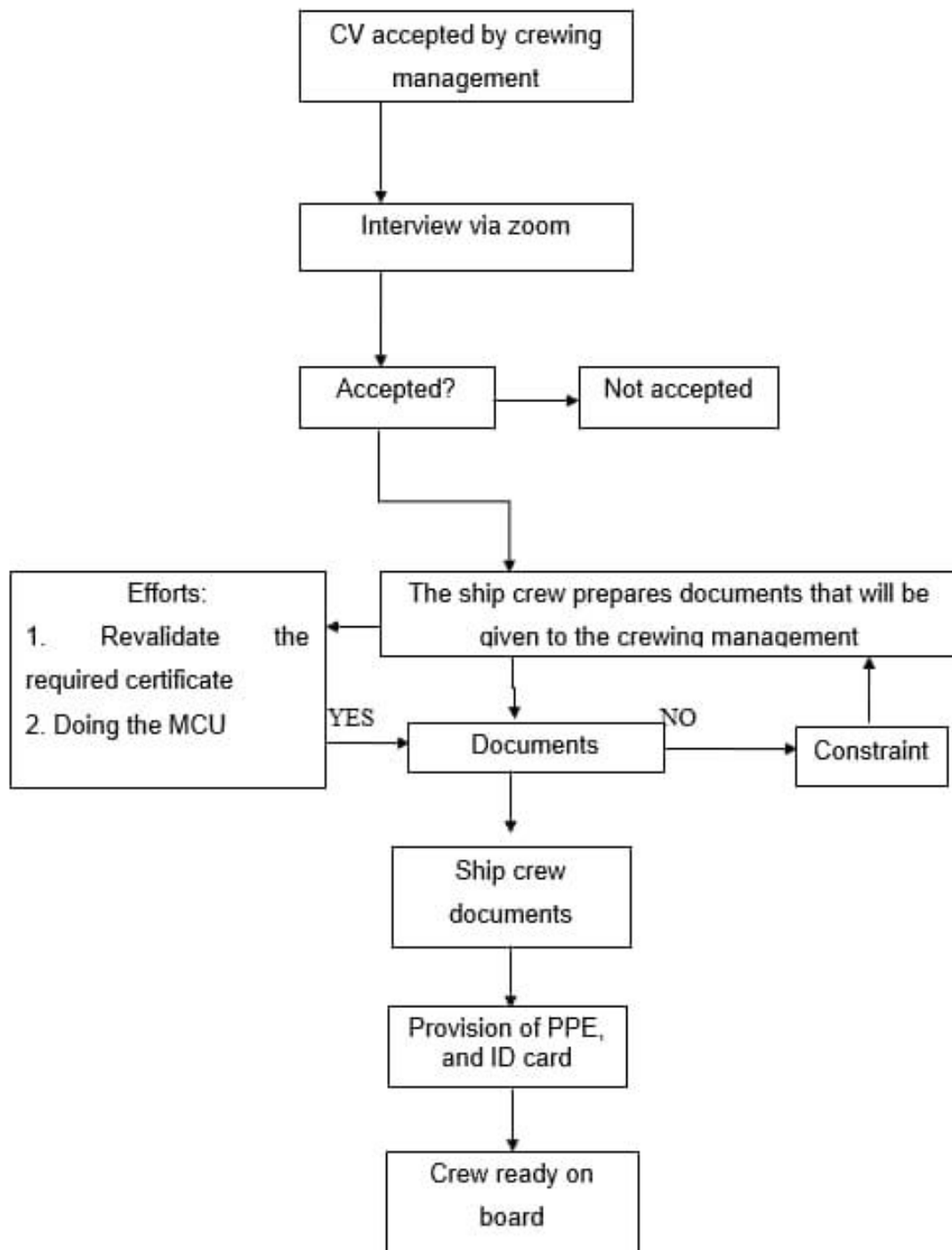


Figure 3. Recruitment Process Flow

BIO DATA CREW KAPAL

TB. /Jabatan:

Tempel
Pas Photo 3 x 4

Tempel
Pas Photo 3 x 4

I. Data Pribadi

1. Nama	
2. No. KTP Elektrik	
3. Tempat Tgl. Lahir	Expired Tgl. :
4. Gunggung / Izazah	
5. No. Buku Pelaut	Expired Tgl. :
6. No. NIK	Expired Tgl. :
7. No. Buku	Expired Tgl. :
8. No. Telepon/HP	
9. No. NIK Bukukan	Nama di rek:

II. Izazah dan Sertifikat Keahlian

No.	No. Izazah dan Sertifikat	Izazah/Sertifikat (ANT/ATT)	Place Issued	Date Issued	Expired Tgl.
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

III. Data keluarga

1. Nama Ibu Kandung	
Nama Ayah	
No. Telepon/HP	
2. Nama Istri/Suami	
No. Telepon/HP Istri/Suami	Tempat Tgl. Lahir:
3. Nama Anak 1	Tempat Tgl. Lahir:
4. Nama Anak 2	Tempat Tgl. Lahir:
5. Nama Anak 3	Tempat Tgl. Lahir:

IV. Pengalaman Kerja (empat perusahaan terakhir)

No.	Nama Perusahaan	Awal Kerja	Tgl. Akhir Kerja	Alasan Keluar
1.				
2.				
3.				
4.				

Demikian biodata ini saya buat dengan sebenarnya.

Samarinda,

* Form biodata harap diisi dengan selengkap lengkapnya

** Lampirkan

1. Foto copy KTP Elektrik & Kartu Keluarga (KK)

2. Foto copy Buku Pelaut, Izazah dan Sertifikat Penunjang lainnya

*** Pas foto berwarna Ukuran (3 x 4) = 2 (dua) lembar.

Nama & TTD Crew

Figure 4. Ship Crew Biodata Form

Based on the flow above, recruitment activities start from the applicant submitting the application file to the implementation of an interview with the company. At this stage, the Crewing Department conducts an administrative selection by assessing the completeness of documents, the suitability of professional certificates, as well as skills acquired through education and training (training) and previous work experience. This process is in line with the opinion of (Rohmah et al., 2017) who states that the selection of labor must consider formal qualifications, technical competence, and track record of experience as indicators of job readiness.

In terms of managerial function, the results of the study show that the Crewing Department has implemented the management function systematically. In the planning function, crewing arranges crew needs based on the number of active fleets and sign-off-sign-on schedules. In the organizing function, crew placement is carried out according to position, experience, and certificate qualifications. In the actuating function, crewing carries out the administration, communication, and document management processes directly. Meanwhile, in the controlling function, periodic checks are carried out on the validity period of the certificate, the results of the MCU, and the readiness of documents before the issuance of street vendors.

The results of the observation show that procedurally, the crew preparation mechanism has been carried out in accordance with the company's operational standards and refers to the provisions of the STCW Convention and applicable national regulations. The planning function is carried out through the preparation of crew rotation schedules based on fleet needs. The organizing function can be seen from the placement of crews according to their positions and certificate qualifications. The implementation function is manifested in the administrative and coordination process with related agencies, while the supervision function is carried out through monitoring the validity period of the certificate and the results of the MCU.

However, the results of the study also found several obstacles that affect the optimization of these roles and functions. Delays in certificate revalidation, document validity periods that are almost expired, and the implementation of MCU that is not on time are inhibiting factors in the crew preparation process. This condition shows that even though the system has been running according to procedures, aspects of supervision and crew discipline still need to be improved. Therefore, it is necessary to strengthen an integrated database-based monitoring system and improve preventive communication to the crew so that the controlling function can run more effectively and support the smooth operation of the ship in a sustainable manner.

3.2. Discussion

The results of the research on PT. The Andalas Bahtera Baruna West Jakarta Branch Voyage shows that the effectiveness of ship crew preparation is greatly influenced by the integration of planning, organizing, actuating, and controlling functions in crew management. This finding is in line with the research of (Kinanti et al., 2025) which confirms that the effectiveness of monitoring crew documents is highly determined by a management system that is structured through the Crew Management System (CMS). Although the companies in this study are not fully based on integrated CMS, the practices of monitoring the validity of certificates and MCUs have reflected the principles of document control as recommended in the study. This shows that the controlling function is the key in maintaining the readiness of the legality and competence of the crew.

In the planning function, the Crewing Department prepares manpower needs based on rotation schedules, contract periods, and fleet needs. This planning is in line with the findings of (Mulyono et al., 2025) which states that the performance of the crew is influenced by placement management and administrative readiness before duty. With systematic rotation planning, the company is able to minimize vacancies and maintain the continuity of ship operations. Thus, planning is not only administrative, but also strategic in maintaining the performance of shipping organizations.

In the organizing function, the division of tasks between the Crewing Manager and administrative staff shows a clear work structure in the process of selection, verification, and issuance of employment contracts. Crew placement is carried out based on the suitability of the Certificate of Competency (CoC), sailing experience, and the type of ship to be manned. This practice is in line with (Tanjung et al., 2024) which emphasizes the importance of systematic administrative governance of crew sign-ons and sign-offs so that there are no operational and administrative obstacles. This means that organizing in this context acts as a mechanism to ensure the suitability between the needs of the ship and the individual crew competencies.

Meanwhile, the actuating function is reflected in the implementation of interviews, document verification, MCU management, and the issuance of Sea

Work Agreements (PKL). At this stage, the crew acts as a policy implementer as well as a facilitator between the crew and management. This implementation is also related to the aspect of work safety, as emphasized by (Mashartanto et al., 2023) that the readiness of safety equipment and crew competence are important factors in ensuring shipping safety. By ensuring the completeness of safety certificates and crew health feasibility before on board, the actuating function contributes directly to the safety management aspect.

The controlling function is the most significant finding in this study. Supervision of the validity period of the certificates, sailor books, and MCU results has been carried out before the crew is declared ready to depart. However, obstacles in the form of delays in document revalidation show that control is still administrative and not fully preventive. When juxtaposed with (Kinanti et al., 2025), the use of a digital-based monitoring system has been proven to increase the effectiveness of document supervision. Therefore, this study reinforces previous results that strengthening the controlling system, especially through the digitization of document monitoring, is a strategic factor in increasing the effectiveness of crew management.

In the perspective of human resource management theory, organizational effectiveness is greatly influenced by the readiness and competence of the workforce. At PT. The voyage of Andalas Bahtera Baruna West Jakarta Branch, the unpreparedness of documents and the delay in the revalidation of certificates show that the management of crew administration has not been fully optimal in terms of control. The impact is not only administrative, but also operational, because delays in crew delivery can disrupt the cruise schedule and cause loss of time and costs. These findings are in line with (Indriyani et al., 2024; Pradana et al., 2025) who emphasized that the effectiveness of crew recruitment and selection is highly dependent on the accuracy of document verification and the suitability of competencies with the needs of the ship. This means that weaknesses in the administrative stage will have a direct impact on the operational performance of shipping companies.

Furthermore, the problem of delay in certificate revalidation is also related to the replacement mechanism and crew change. (Maharani et al., 2025) stated that the management of crew documents that is not well coordinated can hinder

the replacement process and slow down ship operations. This is strengthened by (Nisa et al., 2024) who emphasizes that the crew change mechanism must be in line with the provisions of safe manning so that there are no vacancies that risk safety and regulatory compliance. Thus, the findings in this study confirm that document readiness is not just an administrative aspect, but part of an operational safety and compliance management system.

To overcome these problems, the Crewing Department has made several improvement efforts, such as providing a pre-embarkation checklist after the contract period ends, early notification regarding the validity period of the certificate, and arranging the Medical Check-Up (MCU) schedule through the company's partner clinics. This step shows the strengthening of the controlling function which is starting to be directed towards a preventive approach. However, when juxtaposed with the research recommendations of (Maharani et al., 2025; Pradana et al., 2025), the effectiveness of control will be more optimal if supported by an integrated digital-based monitoring system.

Therefore, the development of a digital database with an automatic reminder feature (early warning system) on the validity period of certificates, seafarers' books, and MCUs is a relevant strategy. The implementation of the system not only strengthens the controlling function, but also supports the smooth operation of the replacement mechanism, maintains compliance with safe manning, and continuously improves the company's operational efficiency. Thus, this study emphasizes that the integration of document management and a structured monitoring system is a key factor in the effectiveness of crewing management in shipping companies.

Overall, the results of the study show that the implementation of the role and function of crewing is in accordance with regulations and management theory, but still requires improvement in aspects of crew supervision and discipline to support the smooth operation of shipping in a sustainable manner.

4. CONCLUSION

Based Based on the results of research on PT. Andalas Bahtera Baruna West Jakarta Branch, it can be concluded that the Crewing Department has a strategic role in preparing the ship's crew through the recruitment process, selection,

document verification, implementation of Medical Check-Up (MCU), to the preparation of Marine Work Agreements (PKL) which have referred to the provisions of the STCW Convention and applicable national regulations. The implementation of management functions which include planning, organizing, actuating, and controlling has basically gone well, especially in planning crew needs and placement according to qualifications, but there are still obstacles in the aspect of supervision in the form of delays in the revalidation of certificates and health checks which have an impact on the delay in the joining crew process. Therefore, it is necessary to strengthen a more integrated monitoring system and improve crew discipline in meeting administrative requirements to support the effectiveness of human resource management and smooth shipping operations.

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