

## JUMPING SHIP CREW IN CRUISE SHIP CREW RECRUITMENT AT PT. CWT

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### ABSTRACT

*The purpose of the study was to determine the flow of the cruise ship crew recruitment process at PT. CWT, to find out what obstacles are experienced when recruiting cruise ship crew, and to find out a crew to meet the targets of the Norwegian Cruise Line. The study used a qualitative descriptive approach to case studies in the selected objects. Data collection in the study used data triangulation, namely observation, interviews, and documentation. The object of the study is PT. CWT Bandung. The results of the study were obtained. There are several factors that make crew take a long time to join or even cancel joining due to several factors that still often occur. The factors found in the recruitment process for ship crew at PT. CWT are often incomplete document requirements from the crew who apply or there are still many crew who are not proficient in English because they are required to take a marlin test whose results must be 70% and the interview must also be in English. Efforts were made to meet the target of Norwegian Cruise Line to always fill every position that was needed, seeking relations such as shipping schools to be informed that there were vacancies for certain positions that were needed.*

**Keywords :** Crew, Jumping ship crew, recruitment process

### INTRODUCTION

The quality of employee work in a company is greatly influenced by various factors. Some of them are the right recruitment system and appropriate compensation (Ben-Gal et al., 2022; Kurniadi, 2018). Holding control related qualities possessed by the ship's crew related to correct selection during recruitment (Kurniadi, 2018; Progoulaki & Theotokas, 2010). Recruitment carried out by the Crewing department and user through a number of stages. User is representative from the principal. Crew who successfully passed the selection will distributed to boat cruise owned by Norwegian Cruise Line Holding Ltd. which operates in the Americas.

PT. CWT is one of the many National shipping service companies that are growing and already have several branches in Indonesia. It has a head office located at Ruko Perkantoran Tanjung Mas Raya B1 Number 17, South Jakarta. The company realizes that the best service is needed to extend the life of the work contract established with the principal, including Norwegian Cruise Line Holding Ltd. The company is required to be able to manage human resources as operational implementers of the company to produce power and efficiency in every activity of the shipping company, especially on board.

Based on the Law of the Republic of Indonesia Number 17 of 2008 concerning Shipping, "ship crew are people who work or are employed on a ship by the owner or operator of the ship to carry out duties on the ship according to their positions listed in the certificate book." Ship crew is one of the most important resources on the ship. All activities on the ship are carried out by the ship's Crew, as well as PT. CWT which requires ship Crew to carry out operational activities on the principal's ship.

The purpose of the study was to determine the flow of the cruise ship crew recruitment process at PT. CWT, to determine what obstacles were experienced during the recruitment of cruise ship crew, and to determine how to find crew to meet the targets of the Norwegian Cruise Line.

The research is expected to describe the problems and success of a company in achieving a goal is largely determined by the ability of the company's leadership in planning the workforce that will be used so that employee potential can be utilized to obtain maximum results (Baharuddin et al., 2012; Groves, 2007). In addition, increasing knowledge and improving discipline and responsibility of the ship's crew towards preventing and overcoming the negative impacts of jump ship cases so that they can be used as a guideline for sailors who will start a career as sailors (Djalimin, 2010; Wagner, 2024). By knowing the flow of the cruise ship crew recruitment process at PT. CWT, this study provides information on how the recruitment process flows so as to find solutions on how to meet the targets of the Norwegian Cruise Line.

## METHOD

The study uses a qualitative descriptive approach to case studies in selected objects (Rukin, 2019; Sugiyono, 2015). Data collection in the research method uses data triangulation, namely observation, interviews, and documentation. The selected research object is PT. CWT Bandung. The selection of this research location as a research object is because at PT. CWT, the information system is already running online. The time of this research at PT. CWT was carried out for 6 months from August 7, 2023 to March 28, 2024. The research description uses a reference to the chart as shown in Figure 1.

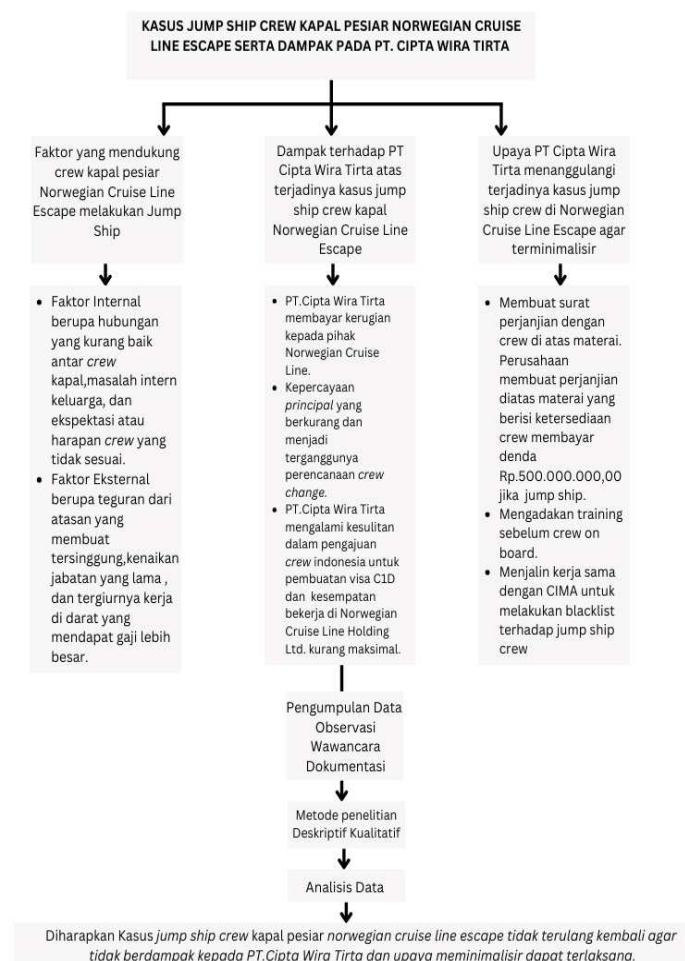


Figure 1. Research reference chart

## RESULTS AND DISCUSSION

### Results

Knowledge about the case of crew jump ship of the Norwegian Cruise Line Escape cruise ship that has an impact on PT.CWT. Factors that support the crew of the Norwegian Cruise Line Escape cruise ship to do Jump Ship. Based on observations, documentation, and interviews with employees and the opinions of several ship crews about the jump ship case at PT.CWT, several factors that cause crew jump ship can be obtained as follows:

#### 1. Internal Factors

Internal factors of the crew jump ship crew are factors that come from within the crew themselves, who have obstacles or personal problems that cause the crew to leave their responsibilities as crew. The following are internal actors of the crew jump ship, namely:

##### a. Ship Crew Relations

In a work organization, good relationships will greatly affect a person's job satisfaction. The same thing happens in a ship's crew organization where cooperation and good relationships between ship's crew must be well established. A bad relationship between ship's crew will cause a person's job satisfaction to decrease, causing the ship's crew to feel uncomfortable with their work so that they jump ship. This bad relationship can be triggered by a bad attitude from the ship's crew, pressure or pressure from superiors. The superiors in question are Senior Officers, namely the Captain, Chief Officer or First Officer and Chief Engineer or head of the engine room for the work of the crew on board. Ship's crew who are impatient and or unable to cope with the pressure on their work cause the ship's crew to jump ship crew on board.

##### b. Internal Family Problems

Being a sailor is a job that requires a sailor to be away from his family and home. Urgent and unpostponable family problems often cause a sailor to crew jump ship.

##### c. Crew Expectation Mismatch

Mismatch of crew expectations or hopes for the condition of the ship, so that the operation of the ship can run smoothly, the ship requires continuous maintenance so that the condition of the ship is always in good condition. If the ship's crew fails and or is negligent in carrying out maintenance, trouble or damage will occur to the ship. The condition of the ship that is in trouble or damaged often causes the ship's crew to have to make repairs that often make the ship's crew unable to withstand the condition of the ship at that time. These conditions often make the ship's crew feel uncomfortable so that the crew does a jump ship.

#### 2. External Factors

External factors in jump ship crew on board are factors that are influenced by reprimands given by superiors on the ship. If the ship's crew cannot accept and/or are offended by the reprimand, this often becomes a problem that causes the ship's crew to jump ship.

Then another external factor that causes crew jump ship is the lack of a good implementation of the cruise ship crew promotion system for crew members who have joined for a long time. Then the next external factor is the temptation of the large salary that can be obtained on land with more relaxed working hours compared to working hours on the ship.

The impact of crew jump ship can be seen in the following explanation:

##### 1. Company Financial Impact

Jump ship will be very detrimental to the company PT. CWT, especially if many do jump ship. According to the reporting data to SIUPPAK, it can be seen that the decrease in the number of crew that we have handled has made the principal distrust and doubt the performance of Indonesian sailors. In this explanation, the company PT. CWT is not only disadvantaged in terms of assessment, but also financially. In the written agreement before the crew carries out on board, the crew is required to fill out an agreement form not to jump ship and it is written that if the crew does jump ship, the crew will be subject to a fine of Rp. 500,000,000.00 (Five Hundred Million Rupiah) which will be paid by the crew concerned or the guarantor who has signed the agreement form. If they cannot comply with the

agreement form, the one who will be responsible is PT. CWT, which is required to pay Rp. 500,000,000.00 to the Norwegian Cruise Line company because they have been negligent in their work and have harmed the principal.

2. Impact on Personnel

Jump ship crew resulted in PT. CWT Company getting a warning from the principal because it could not select the crew properly and the vacancy of the position on the ship, to fill the vacancy of the position or position is what requires the personnel to replace the ship's crew who fled quickly. The replacement of the empty position will be replaced by a standby crew.

Standby crew is a ship crew who has completed a work contact with PT. CWT and is currently waiting for further contact. If there is no standby crew in the required position, then the personnel must find and select a new crew quickly where in selecting a new crew must go through several stages, namely CV selection, interviews with personnel and document checks. In addition, sudden crew replacement due to jump ship with standby crew will disrupt crew planning, ship crew placement planning and disrupt crew change planning that has been planned by the crewing department.

3. Impact on document completion

In the case of jump ship crew that can disrupt the operations of PT. CWT, this will result in it being difficult for Indonesian crew to make a C1D visa (American Visa) due to the negative digital footprint recorded for the Indonesian people, especially sailors.

PT. CWT's efforts to overcome the occurrence of jump ship crew cases on the Norwegian Cruise Line Escape to minimize them. The efforts made by the company PT.CWT are as follows:

1. Making a letter of agreement with the crew on a stamp. The company makes an agreement on a 10,000 stamp containing the crew's availability to pay a fine of Rp.500,000,000.00 if they jump ship.
2. Conduct training before the crew on board. Before the crew on board the company will conduct training and always advise the crew not to make mistakes that can harm themselves or the company.
3. Cooperating with CIMA to blacklist jump ship crew. To provide a deterrent effect on the crew, the company is working with CIMA (Consortium of Indonesian Manning Agencies) to blacklist jump ship crew, so that the crew will no longer be able to be on board at ship crewing companies in Indonesia.

## **Discussion**

In the internal factors referred to, namely the relationship between the ship's crew that is not good will cause a person's job satisfaction to decrease, causing the ship's crew to feel uncomfortable with their work so that they do jump ship (Simpson, 1989; Susanto & Hermanto, 2020). Mismatch of crew expectations or hopes regarding the condition of the ship (Stevens & Parsons, 2002). Urgent family problems that cannot be postponed often cause a sailor to do crew jump ship without thinking long in making a decision that causes losses for the crew personally, family and the cruise ship company Norwegian Cruise Line and PT. CWT.

In the external factors referred to, namely the reprimand given by the superior if the ship's crew cannot accept and or are offended by the reprimand, it often becomes a problem that makes the ship's crew jump ship. The promotion system for cruise ship crew who have joined for a long time is not well implemented. They are tempted by the large salary they get on land with more relaxed working hours compared to working hours on the ship.

PT. CWT's efforts that the author has obtained in the survey results are that the company makes an agreement on a 10,000 stamp containing the availability of the crew to pay a fine of Rp.500,000,000.00 if the jump ship. Then before the crew is on board, the company will conduct training and advise the crew not to make mistakes that can harm themselves or the company. And the last effort is to cooperate with CIMA to blacklist the jump ship crew.

The obstacles faced when recruiting cruise ship crews at PT. CWT are currently working with 4 foreign shipping companies. Each company has different criteria for sailors who want to work on their ships.

1. The selection of crew according to the owner's request has not been made on time

In some cases at PT. The CWT that the author found to find crew that met the owner's request was always an obstacle, due to the following reasons:

- a. Indonesian crew who are not yet fluent in foreign languages, especially English.
  - b. Crew who have a bad track record / Blacklisted due to their bad behavior on board.
  - c. Applicants whose experience or skills are still below the limit
  - d. standards determined by both the company PT. CWT, and by the principal.
  - e. Applicants who have never interacted and worked with foreigners.
2. Crew certificates and documents that have expired or are approaching expiration

This obstacle often occurs during the author's internship at PT. CWT due to the applicant's mistake in not paying attention to their certificates and documents, so the author suggests that applicants be more careful and pay more attention to their certificates and personal documents so they can sail again. Certificates and documents for a ship's crew are very important, sailor documents such as: sailor books, passports, BST, SAT, and other skill certificates and vaccines such as: chickenpox, yellow fever, poly , and tetanus according to the provisions set by the shipping company and the agency. For the sailor's document itself, it has a validity period of 5 years.

In this PT.CWT company, the author found that cruise ship crew applicants or candidates listed certificates and documents on their CV (Curriculum Vitae) that were close to expiration and had even expired. Because in PT.CWT regulations, candidates are required to have valid documents and certificates.

3. Communication Constraints Between PT. Cipta Wira and Principal Norwegian Cruise Line

This problem occurs because of the time difference between PT. CWT and the owners from different countries, this problem is difficult to avoid but as a second party, PT. CWT employees must be able to adjust their time with the owner by having their employees work overtime until 21.00 WIB and even outside of that time, employees must remain on standby.

Efforts made by PT. CWT Company to minimize recruitment process obstacles and to meet the target demand from the cruise ship company.

1. Making an explanation of PT. CWT recruitment standards for prospective crew to prepare themselves in terms of language, experience, documents and certificates to facilitate recruitment to achieve the targets given by the cruise ship company.
2. Provide information to the Crew who have joined to suggest and recommend the CWT company number so that we can arrange to apply the Curriculum Vitae to the company email and process it to the next stage, then the company checks the completeness of the documents belonging to the prospective cruise ship Crew.
3. Share information about the required positions and recruitment standards on PT.CWT's social media (Instagram, Facebook, LinkedIn), also share it on sailor groups (Whatsapp, Telegram, Facebook) and visit sailing schools, tourism schools and 4 or 5 star hotels to hold company promotions to attract prospective ship crew to join.

## CONCLUSION

There is Several factors that hinder Crew from joining or even canceling their joining are due to several factors that still often occur. The factors that hinder Crew from joining the ship's crew recruitment process at PT. CWT are often incomplete document requirements from Crew applicants or many Crew are not yet proficient in English, because they are required to take a marlin test whose results must be 70% and the interview must also be in English. Crew object to the Norwegian Cruise Line's rules that require several certificates that no longer need to be revalidated to be revalidated again (examples: Rating Able and CCM). The crew is constrained by funds for medical check-ups and visas which are charged to the crew in advance before joining the ship. Efforts are made to meet the target of Norwegian Cruise Line to always fill every position that is needed, seeking relations such as shipping schools to be informed that there are vacancies for certain positions that are needed.



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