Cape Peninsula
University of Technology

Thesis

Attraction, retention and transformational factors for female seafarers at a selected shipping company in Cape Town, South Africa
by

DUNN, J (214003272)

Email: janinedunn1980@gmail.com

Thesis submitted in fulfilment of the requirements for the degree
Master of Technology: Human Resource Management
In the Faculty of Business and Management Sciences
at the Cape Peninsula University of Technology

Supervisor: Dr J Kiley
Campus: District Six
Date: 19 April 2024

DECLARATION

I, Janine Dunn, declare that the contents of this dissertation/thesis represent my own unaided work, and that the dissertation/thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

Signed ________________________ Date ______________________

ABSTRACT

The attraction and retention of female seafarers in Cape Town, South Africa, present multifaceted challenges and opportunities within the maritime industry. This study explored the factors influencing the recruitment and retention of female seafarers to provide insights into enhancing gender diversity and inclusivity in maritime professions. It employed a qualitative research approach with semi-structured interviews with 12 female seafarers employed by a prominent maritime company in Cape Town. The study investigated the motivations driving female seafarers to pursue maritime careers, the challenges they encounter in their roles, and potential strategies for improving attraction and retention efforts. Key themes emerged, including the influence of family tradition, perceptions of the maritime profession, workplace challenges, and the importance of mentorship and support networks. Findings underscored the significance of addressing gender-specific barriers and implementing targeted initiatives to attract and retain female talent in the maritime sector. By shedding light on the experiences and perspectives of female seafarers in Cape Town, this study contributes to broader discussions on gender equality and workforce diversity in maritime industries worldwide.

KEYWORDS: Seafarer, Attraction, Retention, Female Seafarers

ACKNOWLEDGEMENTS

Firstly, I would like to acknowledge the grace and blessings of the Lord Almighty, whose divine guidance and provision have sustained me through every stage of this thesis. His unwavering presence has been my guiding light, and I am forever grateful for his abundant blessings.

I would like to express my heartfelt gratitude to the African Marine Solutions Group for their invaluable support and cooperation throughout the duration of this study. Without their willingness to participate and provide access to their female seafarers, this research would not have been possible.

I extend my sincere appreciation to the female seafarers of African Marine Solutions Group who generously shared their time, experiences, and insights, contributing immensely to the richness and depth of this study. Their willingness to open up and share their perspectives has been instrumental in shaping the findings and conclusions of this study.

I am deeply grateful to my supervisor, Dr. Jerome Kiley, for his unwavering guidance, encouragement, and scholarly mentorship. His expertise, constructive feedback, and continuous support have been invaluable in navigating the complexities of this research journey.

I am grateful for the unwavering support and understanding of my family, friends, and work colleagues throughout this venture. Their encouragement, patience, and belief in me have been a constant source of strength and motivation.

TABLE OF CONTENTS

LIST OF TABLES

Clarification of basic terms

Cadet, “a maritime service apprentice” (Samsa, 2019).

Employee Attraction refers to the “set of practices that employers use to appeal to prospective talent” (Mosley, 2016; Eds. Cappelli & Keller, 2017; Keller & Meaney, 2017).

Maritime industry “includes everything related to the ocean, sea, ships, a ship’s movement from point A to point B, seafarers, ship ownership, and other associated activities” (Manaadiar, 2020),

Motivation is described as “the mechanisms that account for an individual's intensity, direction, and perseverance of effort toward obtaining a goal” (Robbins & Judge, 2008).

Officer is a “member of the crew who is not the master, and who is designated as such by state law or rules, or, in the lack of such designation, by collective agreement or custom” (STCW including 2010 Manila amendments, 2011).

Rating is a “member of the ship’s crew who is not the master or an officer” (STCW including 2010 Manila amendments, 2011).

Retention means “a strategy used by employers to keep a productive workforce while still meeting operational objectives” (Mita, 2014).

Seafarer is a job that is “classed by a department, such as deck or engine, as well as qualification or skill level, as defined by the Standards of Training, Certification, and Watchkeeping (STCW) Convention. A rating, cadet, or an officer is a type of seafarer” (Glen, 2008).

CHAPTER 1: INTRODUCTION

1.1 Introduction

Female shortages among the global shipping industry's main stakeholders are a constant cause of concern (Nguyen, Ghaderi, Caesar & Cahoon, 2014). A shortage of +/-16 500 deck officers was noted by the Baltic and International Maritime Council in 2015. (BIMCO, International Chamber of Shipping, 2015). Similarly, and per the International Transport Workers Federation, just 2% of the world's mariners, including fishermen and rig workers, are female (International Transport Workers' Federation, 2018). According to research, women represent an underutilised labour resource in an industry where competent workers are hard to come by. Some argue that expanding female recruitment will alleviate the shortfall of senior rank officers; nevertheless, voluntary employee turnover is significant among seafarers, thus simply increasing recruitment would be inadequate. To promote gender balance in the maritime industry, emphasis should also be placed on the retention and re-entry of female seafarers. This development would provide a larger pool of senior-level sailors while also benefiting the economy (Tansley, 2010, Albert, et al., 2016, MacNeil & Ghosh, 2016).

1.2 Background

Short-term sea careers are undoubtedly a global issue, and interviews with potential deck cadets indicate that they expect a 10-to-15-year career at sea (Albert, et al., 2016), whereas other research agrees that seafarers frequently leave within the first ten years of their careers at sea (Shiptalk, 2008; Ljung, 2010, C.F. Livingstone, 2015; Albert, 2016). Several academics explored the marine industry's retention concerns. Honoré (2010) highlighted the external influences that drive career decisions; for example, an urge to start a family and better work chances ashore. Lasting profession prospects, along with reasonable staffing processes, stronger relationships with external institutions, and enhanced organisational culture, according to De Silva, et al., (2011), would promote seafarer retention in the Indian shipping industry while other scholars have advocated for proactive human resource management and improved organisational culture (Kundu, et al., 2007; Ljung, 2010; Cahoon, et al., 2014; Caesar, et al., 2015). Livingstone, et al., (2015) conducted a comprehensive literature analysis and identified eight major factors that lead to seafarer work unhappiness, as follows: (1) a lack of career opportunities, (2) poor working conditions, (3) dysfunctional work-life balance, (4) short-term contracts, (5) a lack of attachment due to a multicultural crew, (6) inadequate parental support, (7) unfair pay, and (8) unequal benefits, all of which contribute to voluntary employee turnover. … Seafarers endure isolation onboard ships, facing various shipboard challenges such as noise, vibrations, chemical exposure, and adverse weather conditions, all impacting their physical and mental health (Rinne et al., 2020). Moreover, factors like limited shore leave, extended contract periods, and insufficient communication with family and friends exacerbate their well-being issues (Pauksztat et al., 2020; Slišković et al., 2020). Fatigue results from work stress, high job demands, understaffing, long working hours, and irregular shift patterns, disrupting seafarers' sleep patterns and circadian rhythms (Abaya et al., 2018). Although the Maritime Labour Convention (MLC, 2006) mandates recording rest and work hours, research indicates that seafarers often forego adequate rest due to fears of non-compliance penalties, job insecurity, and pressure to prioritize company interests (Baumler et al., 2021). Such compromised physical and mental health not only impairs seafarers' performance but also poses long-term risks to their overall well-being, sometimes leading to severe outcomes such as suicide (Sampson & Ellis, 2020). Factors affecting mental well-being, including anxiety and depression, are cited as primary reasons for seafarers' disenchantment with their profession (Carrera-Arce et al., 2022).

African Marine Solutions Group (AMSOL) with business prospects on the African continent region is considered the industry leader in specialist, marine solutions, and is rooted in South Africa with clients mainly in sectors such as oil, ports, mining and maritime (AMSOL | African Marine Solutions, 2016). In recruiting and retaining female seafarers, the management team has highlighted their challenges. These challenges affect their efforts in achieving Employment Equity Plan targets and complying with the priorities of the Economically Active Population, as identified by the Department of Employment and Labour. These problems also hamper efforts by various maritime partners to contribute to the transformation of the maritime sector. AMSOL has observed a trend in terminations, with no-fault terminations (retrenchments) and fault terminations (resignations) being the most common.

Previously, the business began a two-year training programme for its Durban Bunker Barge operation, in which 8-10 individuals were chosen yearly, with a focus on African females. Most terminations arose from these appointed applicants for reasons such as starting a family at a young age, less than a year into their training programme, which has proven unsuccessful. Furthermore, the Durban Bunker Barge subsidiary was under significant strain, resulting in the layoff of around 25 employees. It should be noted that all the affected employees were given the option of being transferred to another fleet of vessels in Durban, which provided far more opportunities, but not limited to exposure to various vessel operations and the opportunity to work on ships that proceed to sea rather than those that only operate within the port such as bunker barges. However, all the affected females turned down the offer for undisclosed reasons. The Department of Employment and Labour’s present focus on setting sector targets has exacerbated the situation, which puts more pressure on the maritime sector to retain females if these targets are not realistic. These sector targets were expected to be gazetted in 2022. It was noted that very limited research had been carried out on female seafarer attraction and retention within the South African context, and how transformation is affected in the maritime industry; therefore, AMSOL will provide a good basis for this study as it is the only company currently with the largest female seafarer base and would therefore contribute significantly to the first piece of research on this subject. More specifically, attraction and retention strategies for female seafarers need to be strengthened, and it is necessary to consider their needs and motivating factors, as well as the current challenges faced by female seafarers, to find solutions to the issue. This study is intended to provide insights into the challenges related to the attraction and retention of females in the shipping industry.

1.3 Problem statement

The attraction and retention of female seafarers remain challenging for industry players to meet their transformational goals due to the industry being male-dominated. This affects the effort of employers to meet the legislative target requirements as set out by the Department of Employment and Labour.

1.4 Explanation of the problem

Haka, et al. (2011) note that the main reasons for female seafarers leaving the industry include the fact that the industry is male-dominated, being away from home and family for a long time, problems raised by cultural disparities, and alienation or depression among officers on board. Pekcan, et al. (2003) note that after 10 years, fewer seafarers stay at sea, and the ones who linger can continue until retirement, but because of the reality of worsening working conditions, these are rare. A worldwide gender imbalance in the maritime industry is undeniable with females making up just 2 percent of the workforce (MacNeil & Ghosh, 2016). While the maritime industry has embraced measures to close the current gender gap, these have largely been unsuccessful (MacNeil & Ghosh, 2017).

1.5 Research questions

This study is aimed at answering the following questions:

- What motivates females to become seafarers?
- What are the needs and motivating factors that encourage female seafarers to remain in the maritime industry?
- What are the challenges faced by female seafarers?
- Does a positive relationship exist between attraction and retention factors?

1.6 Aim of study

The research aims to determine if a positive relationship exists between challenges with the attraction and retention of female seafarers and transformational goals that cannot be met.

1.7 Research objectives

To identify the needs and motivating factors in attracting and retaining female seafarers. To determine if a relationship exists between attraction and retention reasons.

1.8 Demarcation of research

This study explores the factors that influence female seafarers' attraction and retention and identifies relevant solutions in assisting the industry to attract and retain female seafarers within the context of South Africa. However, this study does not consider information on how much financial loss is suffered owing to the exiting of female seafarers thus far. This study has specifically chosen African Marine Solutions (AMSOL) since it currently has the largest female seafarer base ranging from cadets/trainees to officer level and will therefore assist in identifying the factors of attraction and retention of female seafarers.

1.9 Significance of the research

This study will not only expand the knowledge and in-depth understanding of the attraction and retention of female seafarers within South Africa, but it will also alert and assist the maritime industry players worldwide who experience similar challenges in making informed decisions on how to redefine their attraction and retention strategies and, subsequently, attain its set objectives and vision. Based on the findings of this study, there is a high possibility that future female seafarers will be attracted and retained if these factors are identified and properly addressed. This study will also contribute to the knowledge of other researchers and may be a pioneering study for future research.

1.10 Expected outcomes

While studies have been conducted on turnover and retention issues in the maritime industry generally, it was evident that there is far less literature examining issues of female seafarer attraction and retention within the South African sector (Cele, 2003). It would be of interest to find out if the reasons for female seafarer attraction, turnover, and poor retention problems in the maritime sector are like those given in other sectors. This study intends to extend to current academic research and literature, further providing insightful researched information to the maritime industry on the reasons for the attraction and retention of female seafarers.

1.11 Ethical considerations

Aluwihare-Samaranayake (2012) states that ethics can be defined as “doing good and avoiding harm”. To protect participants and the study, to limit the harm inflicted on people, and to guarantee the trust and dignity of this study, ethical guidelines have been established and put in place. The values of autonomy, anonymity, respect, beneficence, and equity must be adhered to by this study. Each is briefly explained below.

This study, as well as myself as the researcher will pay attention to ethical considerations such as:

- Informed consent – After being informed of the intent of the study, each respondent completed a consent form (Annexure B) to participate in the research.
- Right of privacy – Respondents were advised of their rights and informed of confidentiality throughout the process which is documented in the invitation letter.
- Protection from harm - Some questions may bring up negative emotions, so participants were informed about the sensitive nature of the study and assured that their responses will be confidential.
- Involvement of the researcher – The study will remain ethical and not use tactics or techniques that are unethical. This will be further reinforced by the company’s ethics policy.

Before proceeding with the study, approval was obtained from both CPUT’s Faculty of Business and Management Sciences Ethics Committee (Annexure C) as well as the organisation in which the study was conducted (Annexure D). Participants were advised of the purpose of the study, their consent was obtained by completing the consent form (Annexure B), and they were assured of their right to withdraw at any stage and that confidentiality would be maintained.

1.12 Conclusion

Women who work as seafarers make up a minute percentage of the global maritime workforce while representing an untapped human resource in the maritime sector that must be enticed to enter the maritime sector in the face of a predicted scarcity of seafarers. This study will examine female seafarers’ perceptions of their primary motivations and reasons influencing their decision to pursue a maritime career, as well as the most likely issues they will face in their offshore careers and reasons for quitting. Chapter 1 provides an introduction, background, and an explanation of the problem of attracting and retaining female seafarers, as well as how this problem manifests itself. The study's research strategy and methodology are outlined in Chapter 2. Chapter 3 provides an examination of the literature pertaining to the maritime sector, both domestically and globally, with a specific focus on the challenges surrounding the recruitment and retention of women in seafaring roles. Chapter 4 provides a discussion on employee retention. Chapter 5 outlines the framework for data analysis. Moving forward, Chapter 6 undertakes the analysis of data, with subsequent findings and interpretations presented in Chapter 7 followed by recommendations derived from the study's findings and overarching conclusion.

CHAPTER 2: RESEARCH METHODOLOGY

2.1 Introduction

This chapter provides a comprehensive guide to the research methods employed in this study, along with an overview of various research paradigms and their suitability. It delineates the participant selection criteria, sampling procedures, and participant demographics. Furthermore, it details the data collection instrument and the subsequent procedures for conducting the study. The chapter also delves into the methods utilised for data analysis. Ethical considerations governing the research process are addressed, along with a discussion on the study's significance, anticipated outcomes, and potential limitations.

2.2 Paradigm Philosophy

The Greek etymology of the word paradigm translates to pattern (Kivunja & Kuyini, 2017). A paradigm is seen as "a way of viewing the world that frames a study issue" and shapes how scholars approach the subject (Hughes, 2010:35). A paradigm is "a collection of ideas about how certain issues occur and a set of agreements on how such problems might be examined," argued Fraser and Robinson (2004:59). The word paradigm, which is used to explain "systems of ideas that impact action," is engrained in all studies on education (Brooke, 2013). Additionally, it is asserted that "all social scientists approach their topic via implicit or explicit assumptions about the nature of the social world and the methods by which it may be explored" (Burrell & Morgan, 1979:1). Hughes (2010) goes on to say that a particular paradigm, or method of "viewing the world and making sense of it," is what supports research (Mukherji & Albon, 2015:24). The next subsection provides an overview of the various paradigms found in research along with their unique characteristics and challenges.

2.2.1 The Positivism (or positivist) paradigm

The ontological level of positivism assumes realism or a single reality, which indicates that reality is objective, quantifiable, and measurable through processes independent of the researcher (Fard, 2012; Shah and Al-Bargi, 2013). Positivists subscribe to objectivism, which holds that the researcher and the subject of the study are separate entities and do not affect one another at the level of epistemology (Guba and Lincoln, 1994; Fard, 2012). As a result, the researcher and research subjects are separated, allowing for objective information to give explanations and create predictions based on quantifiable results; positivism looks for cause-and-effect linkages in nature.

2.2.1.1 Characteristics of research located within the positivist paradigm

Research within the positivist paradigm is characterized by the following features:

- Assumption that context is inconsequential
- Belief in the existence of truth or knowledge waiting to be discovered through research
- Belief in the separability of cause and effect
- Advocacy for adherence to the scientific method in research
- Emphasis on formulating and testing hypotheses
- Faith in the observability of knowledge
- Conviction that inquiry results can be quantified
- Utilization of empirical or analytical approaches
- Belief that theory precedes research (Fadhel, 2002)

Based on the above characteristics, it can be concluded that the positivist paradigm advocates using a quantitative research approach.

2.2.2 The pragmatic paradigm

The pragmatic paradigm was developed to put a stop to the "paradigm war" that existed between positivists and interpretivists (Ugwu, et al., 2021). This paradigm emerged among philosophers who thought it was impossible to discern the "truth" of the social world as it was formed under the positivist paradigm or to comprehend it only by a single scientific approach as it was promoted by the positivist paradigm (Kivunja and Kuyini, 2017). These philosophers contended that a mono-paradigmatic viewpoint was insufficient and that what was required was a worldview that would offer research methodologies or a mix of approaches that might shed light on participants' actual conduct. The contention above gave rise to a paradigm that promotes the employment of mixed approaches as a practical means of comprehending behavioural patterns in people. This extreme relativist approach is not characteristic of all pragmatism. John Dewey, who was the most significant thinker in this field, held that truth was attainable within context, and could be accepted until a more accurate truth should be reached through further ‘productive enquiry’ (Legg & Hookway, 2021). Relational epistemology posits that relationships are best established by what the study judges relevant to a specific topic, underpinning the pragmatic paradigm (Ugwu, et al., 2021).

2.2.2.1 Characteristics of research located within the pragmatic paradigm

Building upon the insights of Creswell (2003) and Martins (2005), research situated within the pragmatic paradigm exhibits the following traits:

- Rejection of the positivist notion that social science inquiry reveals the ultimate "truth" about the real world, prioritising practical "workability" in research.

- Emphasis on "what works" enables researchers to address inquiries without being constrained by whether they are quantitative or qualitative in nature.
- Adoption of a worldview that permits the selection of research designs and methods most fitting for the study's objectives.
- Disregard for the necessity of categorising studies strictly within either a positivist or interpretivist paradigm.
- Selection of research methods contingent upon the study's purpose or research questions

The research position within the pragmatic paradigm and the debate that followed make it abundantly evident that this paradigm supports a mixed methodology approach, combining quantitative and qualitative research approaches (Kaushik & Walsh, 2019).

2.2.3 The Interpretivism paradigm

Interpretive studies begin by focusing on individuals and their subjective understandings of the world around them, where the actual words and expressions of individuals serve as evidence of their lived realities (Krauss, 2005). Reality, within this framework, is understood as being shaped by the meanings individuals assign to their experiences, which are often conveyed through language or dialogue. Interpretivism acknowledges the diverse perspectives influenced by factors like culture, context, and historical circumstances, resulting in the creation of unique social realities. Interpretivism focuses on the intricate variables and contextual factors, distinguishing humans from physical phenomena by emphasizing the creation of deeper meanings. It suggests that exploring human phenomena differs fundamentally from exploring physical phenomena. This approach contrasts with positivism, which seeks to establish universal laws applicable to all, emphasizing richness in insights gathered rather than striving for absolute generalizations regardless of key variables (Myers, 2008; Saunders et al., 2012; Bhattacherjee, 2012).

Adopting the interpretivism paradigm would lead to the generation of high-level validity in data as it is based on personal contributions with consideration of the interpretivism paradigm, which would lead to the generation of high-level validity in data as it is based on personal contributions considering different variables (Myers. 2008). Moreover, interpretivism posits that reality is subjective and can vary among individuals. Consequently, this notion suggests that research participants may offer interpretations that are not universally applicable (Scotland, 2012; Collins, 2010).The data gathered and analysed would be less likely to be generalised through adopting the interpretive paradigm, given that data will mainly depend on a specific context, viewpoint, and values (Saunders et al., 2012). However, the adoption of the interpretivism paradigm can provide an in-depth understanding of certain specific contexts, such as cross-cultural studies, and factors influencing specific development through the collection and interpretation of qualitative data leading to deep insight and conclusions that may differ from others, as argued by Myers (2008) and Saunders et al. (2012).

2.2.3.1 Characteristics of research located within the interpretivist paradigm

The research located within this paradigm has the following characteristics as enumerated by Morgan (2007) along with Guba and Lincoln (1985):

- Recognition that comprehending the social world requires perspectives beyond individual viewpoints.
- Belief in the social construction of multiple realities.
- Acknowledgment of the crucial role of context in knowledge acquisition and understanding
- Emphasis on understanding individuals rather than seeking universal laws.
- Conviction that cause and effect are intricately interdependent.
- Understanding the importance of considering contextual factors
- Belief in the evidentiary value of individuals' expressions in understanding realities

The interpretive paradigm would therefore enable this study to consider different factors, such as behavioural aspects based on the participants' experiences. Moreover, by adopting the interpretivist paradigm, this study can intricately navigate the unique context and circumstances inherent to the research, effectively acknowledging the individuality of the situation and the diverse perspectives of the participants involved. (Husam & Abraham, 2020). Additionally, this paradigm lends support to a more targeted exploration of the specific topic, steering clear of broad generalizations often associated with the positivist paradigm. (Moustakas, 1994; Remenyi et al., 1998). The research would adopt several common qualities following the interpretivist paradigm which can be summarised as the following:
Firstly, the research will adopt a holistic approach, focusing on the entirety of the experience rather than dissecting specific aspects. Secondly, the formulation of study questions and identification of the research problem will be primarily guided by interest, involvement, and commitment to the subject matter. Thirdly, this approach will facilitate a deeper exploration of individual experiences through informal discussions and interviews. Fourthly, qualitative designs and methodologies will be employed to conduct an in-depth investigation of human experiences. Fifthly, emphasizing experience as a pivotal aspect will contribute to the advancement of scientific research. Additionally, this approach will allow for a nuanced exploration of individual experiences, moving beyond generalized measurements or

predetermined expectations inherent in the positivist paradigm. Finally, the integration of experience within both subjects and objects is anticipated to yield valuable findings and insights (Moustakas, 1994).

Therefore, based on the given qualities and characteristics the interpretivism paradigm enables studies to have, qualitative methods are the most suited approaches to gain deep insights based on a specific context and therefore set the foundation for deciding an appropriate research design. This study will be based on the interpretivist paradigm, where the emphasis is placed on understanding the individuals and their interpretation of the world around them.

2.3 Research design

There are four possible goals for a study: to describe a situation, phenomenon, problem, or issue (descriptive research); to establish or investigate a relationship between two variables (correlation research); to explain why certain things occur as they do (explanatory research) and to determine whether it is feasible to carry out a study or investigate a topic area where little or no information is available (exploratory research) (Sitorus, 2015). Research design is described as a plan for a study that provides the overarching framework for data collection (Leddy, 1997:195). It is a strategy for choosing participants, research locations, and data collection techniques to address the research topic (s) providing credible results (MacMillan & Schumacher, 2001:166). According to Durrheim (2004:29), a research design is a tactical structure that connects the research questions to the research strategy's execution or application.

The various research designs found in research studies are described below, along with the design that is most suited for this study. The main benefits and drawbacks of the research approach are also covered. The research population is discussed, and the merits and disadvantages of various sampling procedures are highlighted. Also covered are the appropriate data gathering and analysis techniques for this study.

2.3.1 Descriptive research design

Descriptive research is any study that describes the population, circumstance, or phenomena under study (McCombes, 2022). McCombes further states that it concentrates on addressing the how, what, when, and where issues but not the why issues; therefore, it is critical to have a thorough knowledge of a research problem's scope before looking into its root causes.

Descriptive research is the best option when the study aims to discover traits, frequencies, trends, and classifications.

2.3.2 Correlation research design

In a correlational study design, variables are not directly controlled or manipulated by the researcher. Instead, the study examines the degree and direction of association between two or more variables, which is reflected in a correlation coefficient. This coefficient can indicate whether the relationship between variables is positive or negative (Bhandari, 2022).

A positive correlation indicates that two variables move in the same direction: as one variable increases, so does the other, and as one decreases, so does the other. An illustration of this is the relationship between height and weight, where taller individuals tend to weigh more. Conversely, a negative correlation describes a scenario where an increase in one variable corresponds to a decrease in the other. For instance, the relationship between height above sea level and temperature follows a negative correlation, as ascending a mountain (increasing height) results in a decrease in temperature. A zero correlation occurs when there is no discernible relationship between two variables, such as the amount of tea consumed and intelligence level (Mcleod, 2020).

2.3.3 Explanatory research design

Exploratory research, which is equally preliminary in nature but investigates a topic that has not been examined before, should not be confused with explanatory research (George & Merkus, 2022). An explanatory study utilises the limited existing knowledge to delve into the reasons behind occurrences. It aids in enhancing understanding of a subject by uncovering the mechanisms driving a particular phenomenon, facilitating predictions about its behavior and outcomes.. Explanatory research may also be defined as a "cause and effect" paradigm that looks at previously unstudied patterns and trends in existing data. It is frequently seen as a form of causal study.

2.3.4 Exploratory research design

Exploratory analysis is conducted when a phenomenon or issue has not been clearly identified or thoroughly understood (Saunders et al., 2007). It does not attempt to provide complete and conclusive solutions to the research questions but merely discusses the research focus in various degrees of detail. It is also targeted at solving emerging issues on which little studies have been conducted (Brown, 2006). Hence, this research type typically marks the initial phase in the research process, laying the groundwork for future investigations. Although data about the topic might be accessible, the specific causal relationship under scrutiny may not have been thoroughly explored. Explanatory research helps analyse these patterns, formulating hypotheses that can guide future endeavours. Explanatory research is a great place to start in seeking a more complete understanding of the relationship between variables. However, it will likely yield conclusive results (George & Merkus, 2022).

Exploratory research aims to yield several potential insights, including gaining familiarity with fundamental details, settings, and issues; developing a comprehensive understanding of the situation at hand; generating novel ideas and assumptions; formulating tentative theories or hypotheses; assessing the feasibility of future studies; refining issues for more structured investigation; crafting new research inquiries; providing guidance for future research endeavours; and fostering the development of new techniques (Witt, 2019).

Like any other research design, exploratory studies have their trade-offs. They provide a unique set of benefits but also come with downsides.

Advantages

- It aids in focusing on complex or previously unexplored problems, refining them for study.
- It provides valuable direction for future research endeavors, whether one's own or others', particularly in addressing novel and challenging research questions, offering a sense of fulfillment in contributing to the early stages of knowledge building.
- It offers flexibility, cost-effectiveness, and openness to exploration, allowing researchers the freedom to proceed as they see fit (George, 2022).

Disadvantages

- Conclusive results are often absent, and findings may be biased or subjective due to limited pre-existing knowledge on the topic.
- External validity and generalizability are usually compromised, facing challenges similar to those encountered in qualitative research.
- Given its departure from established research paradigms, this type of research tends to be labor-intensive (George, 2022).

Given the preceding discussions on the various research paradigms and designs with their advantages and limitations, the different research approaches need to be examined to determine which one will yield the best results in answering the research problem.

2.4 Research approach used in this study.

2.4.1 Qualitative research approach

Defining qualitative research proves challenging due to the absence of a defined theory, paradigm, or exclusive set of procedures or practices associated with its application (Ritchie et al., 2013; Denzin & Lincoln, 2011). This term encompasses a broad spectrum of techniques and strategies across numerous research fields, prompting authors to provide distinct definitions of qualitative research. For instance, Strauss and Corbin (1990:11) defined "qualitative research" as any sort of study that generates conclusions not reached by statistical techniques or other ways of quantification. It may be used to describe studies into people's daily lives, experiences, behaviours, emotions, and feelings as well as studies about how organisations work, social movements, cultural phenomena, and cross-national relationships. As a result, qualitative research encompasses a variety of realities and is not statistical. Then, Flick (2014:542) claimed that "Qualitative research is concerned in analysing subjective meaning or the social creation of topics, events, or practices by gathering non-standardised data and analysing texts and pictures rather than quantity and statistics." This definition stresses how people make sense of something in the world.

2.4.1.1 Advantages

Chalhoub-Deville and Deville (2008) assert that qualitative techniques offer valuable insights into the complexities inherent in developing, implementing, and interpreting language evaluation protocols. Additionally, proponents argue that qualitative research methods, particularly interpretivism, enable a comprehensive understanding of the human experience within specific contexts. Denzin and Lincoln (2002) posit that qualitative research is an interdisciplinary field encompassing a diverse range of epistemological perspectives, research methodologies, and interpretive tools to understand human experiences. Thirdly, the study may learn about the participants' inner experiences and how meanings are shaped by and in culture, thanks to qualitative research (Corbin & Strauss, 2008). Fourthly, the most common ways of gathering data in qualitative research include participant observation, unstructured interviews, direct observation, and description recordings (Cohen, et al., 2011). Like interview-based data collection, direct interaction between researchers and participants characterizes the process of gathering data. This approach ensures personalized and comprehensive data collection. Moreover, the framework of qualitative research design, particularly the interactive method, offers flexibility as it can be constructed and reconstructed to a greater extent (Maxwell, 2012). Consequently, employing qualitative research techniques can lead to thorough and appropriate evaluations of a problem, allowing participants ample opportunity to articulate their perspectives (Flick, 2011). This facilitates a deeper understanding of complex situations. However, the limitations of qualitative research strategies and methodologies will be discussed in the following section.

2.4.1.2 Disadvantages

While qualitative research offers numerous advantages, it also faces several limitations. Silverman (2010) notes that certain qualitative research methodologies may prioritize the exploration of meanings and experiences over contextual sensitivity. For example, the phenomenological approach, as highlighted by Wilson (2014) and Tuohy et al. (2013), focuses on uncovering, analyzing, and understanding participants' lived experiences. Similarly, Cumming (2001) underscores the emphasis on participants' experiences over other essential factors within the situation. Additionally, Sallee and Flood (2012) observe that stakeholders often favor the quantitative approach in research endeavors.

Moreover, qualitative research alone might disregard the social and cultural contexts in which the examined variables are formulated (Richards & Richards, 1994). Furthermore, a smaller sample size raises concerns about the generalizability of the research findings to the entire population under study regarding research methodology (Harry & Lipsky, 2014; Thomson, 2011). Data interpretation and analysis might become more challenging or sophisticated (Richards & Richards, 1994). "Qualitative research is a long hard path, with elusive data on one side and severe standards for analysis on the other." Berg & Lune (2012:4). According to Darlington and Scott (2003), transforming an underdeveloped topic into a researchable form poses significant challenges. They highlighted the ongoing refinement of questions in qualitative research, along with complexities in data interpretation and analysis. In the study by Rumsey et al. (2016), thematic analysis took precedence in primary data collection, overshadowing the focus on the research topic itself, namely language assessment or language requirement. However, the data were once again employed for researching a new subject that was not addressed in the initial research during the secondary data analysis. It appears that the harder and more continuous process of doing a qualitative study will be the data analysis and creating the research question utilising the same data that has already been gathered. Finally, it takes a long time to analyse the instances, and there are relatively few ways to generalise the findings to a wider population (Flick, 2011).

Notwithstanding these limitations, qualitative research is gaining prominence in language testing research due to its often-complementary relationship with quantitative data analysis, which typically forms the primary focus of standard-setting reports (Manias & McNamara, 2015). As Darlington and Scott (2003:18) noted, "If one views the unit of attention as the phenomena under examination, rather than the number of persons, then the sample is frequently considerably bigger than it initially appears, and generalisability also doesn't seem to be an issue." Moreover, no educational research (either quantitative or qualitative) ought to be regarded as generalisable because too many contextual variables can shape the findings (Labaree, 2004). The advantages and disadvantages of quantitative research will be considered next.

2.4.2 Quantitative Research approach

Quantitative research is "a research technique that emphasises quantification in the collection and analysis of data" (Bryman, 2012:35). By implication, quantitative study indicates the amount of something. The methodology employed in this study examines inquiries concerning the quantity, manner, and extent of phenomena (Rasinger, 2013). Put differently, this approach places significant emphasis on quantifying aspects or elements present in the social environment. By dissecting the social realm into measurable components referred to as variables, which can be represented numerically as frequencies or rates, Payne and Payne (2004) argue that quantitative methods (usually employing deductive reasoning) aim to identify patterns in human behavior. Subsequently, employing statistical techniques, researchers can analyze these relationships among variables through stimuli administered by the researcher and consistent measurement. Unlike solely identifying and interpreting the meanings individuals attribute to their actions, quantitative research concentrates on the quantifiable and organized aspects of social behavior (Rahman, 2016).

Weber (2004) cited his colleague, Jorgen Sandberg, who characterized positivism as a perspective wherein individuals and reality are distinct entities, where objective reality exists independently of human perception. Research under positivism relies on statistical analysis and content analysis, with the belief that data accurately mirrors reality. Furthermore, positivism assumes that research findings are reproducible, and research objects possess inherent qualities that exist autonomously of the researchers. Furthermore, Bryman (2012) delineated positivism as nomothetic research, aiming to establish laws or general behaviors. Positivism relies on empirical testing for knowledge acquisition (Richardson, 2012). Conversely, interpretivism, as described by Kelin and Myers (1999), focuses on ideographic research, examining specific examples or events, with knowledge derived from the meaning of occurrences. This characterisation of interpretivism in qualitative research seems to contrast with positivism (Richardson, 2012). Although Weber (2004) claims that the idea of positivism vs interpretivism is meaningless, it is clear from this discussion that a paradigm war still exists in the research field in which studies stay in two separate camps.

Bryman (1988) notes that "quantitative techniques" is a broad phrase that refers to many different forms of study, much like "qualitative methods". The pros and cons of quantitative research are as follows:

2.4.2.1 Advantages

Because the quantitative results involve larger, randomly chosen samples, they are likely to be extrapolated to the entire population or a subpopulation (Carr, 1994). In addition to sampling, data processing takes less time since it uses statistical software like SPSS (Connolly, 2007). In their research on TOEIC exams, Powers D. and Powers A. (2015) were satisfied that the study sample (2300) accurately represented the larger section of the population that took the TOEIC test, contributing to the validity of the study. The positivist paradigm for measuring variables then serves as the foundation for quantitative research (Kauber, 1986). For instance, research on language competency evaluation by Carroll and Bailey (2016) reveals various factors, including EFL and non-EFL students, as well as examinations in four sub-domains: speaking, writing, reading, and listening. Moreover, Préfontaine et al. (2016) incorporated a diverse range of variables into their examination of second-language fluency. These encompassed class variables denoting proficiency levels—beginner, intermediate, and advanced—and native speaker attributes, encompassing British, American, and Canadian speakers.

2.4.2.2 Disadvantages

Despite its benefits, quantitative research also presents certain limitations. The positivist research paradigm tends to overlook the nuanced interpretations of social phenomena (Denzin & Lincoln, 1998). Furthermore, it may fail to uncover deeper underlying meanings and explanations. Bouwer et al. (2015), for instance, examined the influence of genre on writing scores by assessing various types of variances, including person, genre, person by genre, task within the genre, raters assessing tasks across different genres, and random error. Nonetheless, the study failed to elucidate the underlying causes of the observed effect or their significance within the specific context. Another limitation of quantitative research lies in positivism's neglect of the processes involved in shaping and perpetuating social reality, as well as individuals' perceptions of their own behavior and that of others (Blaikie, 2007). Research in quantitative language testing predominantly focuses on the assessment and evaluation of language skills, competency, scores, and related factors, overlooking broader sociocultural dynamics. Katzenberger and Meilijson (2014) conducted a study on the evaluation of the Hebrew language for pre-schoolers to identify the language-impaired

Hebrew-speaking pre-schoolers and determine whether the test can distinguish between the developing and language-impaired children. The study did not, however, look into why some kids learn language well and why some have trouble. That is to say, the study overlooked the truth or the kids' comprehension of Hebrew language learning capacity.

Another flaw in quantitative research is its propensity to capture phenomena in a single moment: For instance, the study by Fidalgo, et al., (2014) involved a larger number of participants (400) to demonstrate the testing statistical significance because it measures variables at a specific moment in time and disregards whether the photograph happened to catch one looking their best or unusually disoriented (Schofield, 2007). As a result, it was impossible to absorb information deeply; instead, it provided a broad overview of the variables. Hammersley (2007) then drew attention to the critique of unresolved issues in "positivist" research, such as the challenges of quantifying educational significance. For example, it may be difficult to quantify objectively how important an English language test is to an immigrant's ability to settle in the UK.

Ultimately, the quantitative research paradigm overlooks the perspectives and lived experiences of respondents within tightly controlled environments due to the absence of direct interaction between researchers and participants during data collection (Ary et al., 2013). Consequently, the data gathering process tends to adopt an objective stance. Gu's (2015) study administered language skills tests to 498 individuals via test-lets, with minimal interaction beyond test distribution, indicating a lack of opportunity to gather participant perceptions. Despite the limitations of quantitative research, a considerable volume of research continues to be conducted in the realm of language testing and evaluation utilising quantitative approaches and methodologies. Psychometric techniques have long been used in language evaluation, and quantitative research approaches with a heavy emphasis on test score validity are strongly favoured (Purpura, 2011). Additionally, language testing is used as a measurement. As indicated, Spolsky's psychometric-structural phase of language testing created the idea of language testing as a measurement and emphasized test reliability (Morrow, 2012). From this perspective, the language assessment appears to be quantitative rather than qualitative. Once the research paradigm, design, and approach have been established, these call for a more precise indication of who the population will be for any study.

2.5 Research population

This section will begin by examining the research population and characteristics definitions established by various authors, then move to apply specific characteristics to this study which is deemed crucial in meeting the study’s objective. Kumar (2000) defines population as the set of all objects with some common predetermined characteristics (race, gender, location, age etc) with respect to some research problems. On the other hand, Sekaran (2000) defines population as the entire group of people, events, or things of interest that the study wishes to investigate (Sekaran, 2000:266).

When determining the research population for this study, five essential characteristics must be present to be considered in the research population. These characteristics are:

- The company must operate within the maritime industry
- The company must be situated in the Western Cape region.
- The company should rank among the largest female seafaring enterprises
- The company should have females in training programmes to determine the attraction factors
- The company should have females in a rating or officer position to determine the attraction and retention factors along with current challenges faced (El-Gohary, 2010).

The population for this study was 12 female seafarers employed by a large maritime company located in Cape Town, South Africa, and was recruited via the crewing department to ascertain their whereabouts, whether they were on leave or serving aboard a ship. Through this process, individuals who were readily accessible were identified. The organisation's current workforce comprises +/-550 employees of which -/+ 450 encompasses the seafaring division of the business. The chosen company has an outstanding reputation as the largest employer in the maritime industry for its female seafarer complement hence the reason for its selection for this study. In the following section, the sampling techniques will be discussed.

2.6 Research sampling

A research sample is a population subset of a population (Sekaran, 2000:266). Similarly, Bryman and Bell (2003) note it is the segment of the population that is selected for investigation (Bryman & Bell, 2003:93).

Probability sampling and non-probability sampling are the two main categories of sampling techniques (Rahi, 2017). The primary sampling methods and strategies frequently used in business research are briefly outlined below.

2.6.1 Probability Sampling

Probability sampling gives each unit an equal chance of being chosen. Probability sampling generally reduces the possibility of systematic bias. By doing this, you lower the possibility of over- or under-representation and guarantee that your findings represent the population

(Nikolopoulou, 2022). Simple random sampling, systematic random sampling, stratified random sampling, cluster sampling, and multi-stage sampling are the other four types of probability sampling.

2.6.1.1 Simple random sampling

The sampling fraction, which is equal to n/N, can be used to calculate it, with n being the population size and N the sample size. Using a computer programme, the study creates a numerical list of every sample size and then generates random numbers. The benefit is that it generates samples representative of the population; the drawback is that it is laborious and time-consuming, especially in generating larger samples (Thomas, 2022).

2.6.1.2 Systematic random sampling

In systematic sampling, a probability sampling method, cases are selected at consistent intervals following a randomly chosen initial sample point. For example, a researcher might systematically select the first number, such as 5, and then continue choosing subsequent numbers at fixed intervals, such as 10, resulting in a sequence like 5, 15, 25, 35, and so forth. Unlike basic random sampling, systematic sampling does not involve using a random number generator. While this method generates samples that are broadly representative of the population, they are less random compared to those obtained through basic random sampling (Rahi, 2017).

2.6.1.3 Stratified random sampling.

Stratified random sampling involves dividing a population into distinct groups based on specific characteristics, then selecting a proportionate sample from each group (Fraenkel, Wallen & Hyun, 2012). A prior knowledge of the population from which a random sample is to be drawn will make the study aware that there may be a particular population characteristic, or strata, that makes random sampling necessary (Gill & Johnson, 2002).

2.6.1.4 Cluster sampling

Cluster sampling involves dividing the entire population into clusters or groups, from which a random sample is selected. These clusters, once sampled, comprise the final sample for the study (Wilson, 2010). This method is particularly beneficial for researchers dealing with populations scattered across vast geographical areas, as it offers time and cost savings (Davis, 2005). The stages of cluster sampling typically involve selecting a cluster grouping as the sampling frame, such as by company type or geographical region, numbering each cluster, and then choosing a sample using random sampling techniques.

2.6.2 Non-probability sampling

Non-probability sampling is commonly utilized in qualitative research methodologies, especially in case study designs. In qualitative studies, such as case studies, the focus is on exploring real-life phenomena rather than making statistical generalizations to the larger population (Yin, 2003). In these studies, the selection of participants or cases does not necessarily need to be representative or randomly chosen. However, there should be a clear justification for including specific cases or individuals while excluding others.

2.6.2.1 Snowball sampling

Snowball sampling is a non-random sampling technique that leverages existing participants to recruit additional participants, gradually expanding the sample size. This method is particularly useful in studying small populations that are challenging to access due to their closed or exclusive nature, such as secret societies or professions with limited visibility (Brewerton & Millward, 2001).

2.6.2.2 Quota sampling

Quota sampling, as outlined by Davis (2005), is a non-random sampling method where participants are selected based on predetermined characteristics to mirror the demographic distribution of the broader population.

2.6.2.3 Convenience sampling

Data gathering from a population nearby and convenient for the study is known as convenience sampling. Convenience sampling makes it possible for a study to conduct interviews or economically collect data, but due to the diversity of the target population, they may be accused of selection bias. Obtaining a sample is comparatively simple. Compared to other methods, it is less expensive, and volunteers are easily accessible. A sizable portion of the population is excluded by the procedure. This results in a few challenges, including the difficulty of extrapolating the survey's findings to the broader population. There is a chance for a population to be either under or over-represented (Nikolopoulou, 2022).

In convenience sampling, commonly referred to as haphazard or unintended sampling, target population respondents who satisfy certain requirements, such as simple accessibility, geographical location, availability at a given time or willingness to engage are included in the study (Dörnyei, 2007). Qualitative research experts argue that there is no simple answer to the question "how many" because sample size depends on various epistemological, methodological, and practical considerations (Baker & Edwards, 2012). To develop a "new and deeply textured understanding" of the phenomenon being studied, researcher Sandelowski advises using qualitative sample sizes that are both large and small enough to allow for "deep, case-oriented analysis of qualitative data". Morse (2000) posits that the fewer participants required, the more useful data are acquired from each respondent. She encourages researchers to consider factors including the study's scope, the topic's characteristics (such as its complexity or accessibility), the quality of the data, and the study's methodology. Empirical research indicates that open questions asked later in the interview tend to produce richer data, thus it is important to pay attention to the level of structure of the questions used in qualitative interviewing (Ogden & Cornwell, 2010). The respondents will comprise +/- 10 to 12 females currently on a seafarer training programme to ascertain their motivating factors in becoming seafarers as well as experienced female seafarers to determine how their needs/motivation factors have changed since deciding to join the maritime industry. The discussion in the previous parts decides the data collection method to be used, which is covered in more detail in the next section below.

2.7 Data collection instrument

In this study, qualitative data was gathered from female seafarers using a semi-structured interview guide where practically possible. The most common primary data collection tool for exploratory studies is semi-structured interviews. Bryman and Bell (2015) add that this type of interview is an open-testing technique that enables questions not part of the initial set to be included depending on the interviewee’s responses, making interviews/dialogue flexible in nature. Due to its versatility and the ability to collect more information than initially expected, this research approach was chosen. It will allow the study to uncover more information about the subject by utilising this technique (Walsh & Wigens, 2003).

2.7.1 Outline of data collection instrument

The interview guide (Annexure 1) has three unique categories, attraction, retention, and transformative factors.

Part I comprises seven questions which address the attraction factors, namely the age of respondents, knowledge of the maritime industry before enrolment, main attractions to a seafaring career, relatives/friends who worked/working as a seafarer, family or friends who contribute to their interest of going to sea, image or perception of the seafarer profession and what can be done to improve the perception.

Part II comprises 4 questions which look at the challenges faced onboard by females; have their expectations been met thus far, what advice would they convey to young females along with the motivation tactic they will use to encourage them, and what are their long-term plans of remaining in the profession?

Part III looks at the general issues faced within the maritime industry and what could be done to make the industry more attractive to future seafarers.

The combination of questions was based on questions that were developed by other studies.

Table 1.1 below shows the mapping of the questions used in relation to each construct and linked to the literature review.

Table 1.1: Questionnaire details

Construct number	Construct name	Mapping of questions	Link to literature review
1	Attraction	At what age did you start your maritime training?	Factors governing recruitment
		Did you have any prior knowledge of seafaring or the maritime profession before enrolling at your maritime institute?	Family/Friends influence. Internal / External factors governing recruitment
		How did you get to know about the seafaring profession?	Recruitment methods
		What do you consider to be your main attractions to a seafaring career?	Unique seafarer attraction factors
		Have any of your relatives/friends worked as a seafarer?	Family/friend tradition

		Did your family or friends contribute to your interest in going to sea? If so, in which way?	Family/friend tradition
		Can you describe what kind of image or perception you have of the seafarer profession and what can be done to improve the perception?	Factors relating to seafarer attraction & retention
2	Retention	What general challenges do you as a female face onboard?	Female challenges at sea. South African shipping industry overview as a whole
		Has your seafaring career, so far, met your expectations? How so?	Unique factors relating to seafarer retention
		Would you advise young females to become seafarers? How would you motivate them to join this profession?	Unique factors relating to female attraction & retention
		Are you planning to remain a seafarer? Why?	Female seafarer retention factors
3	Transformation	What general challenges do you think the maritime industry faces regarding attracting and retaining female seafarers?	Shortcomings of the industry as a whole
		What do you think can be done to attract and retain female seafarers?	Shortcomings of the industry & maritime companies as a whole

2.7.2 Reliability and Validity of the data

In crafting a study, analysing data, and assessing its quality, qualitative researchers must consider reliability and validity (Patton, 2002). Yet, for too long, the criteria for evaluating rigor have been applied post-study completion, a strategy deemed inadequate. To actively achieve reliability and validity, it's imperative to integrate rigorous assurance strategies into the qualitative research process itself, rather than merely proclaiming their importance post-investigation (Morse, 2002). Focusing on rigour-building techniques after completing the study (post hoc) rather than during its execution poses the risk of overlooking significant threats to reliability and validity until it's too late for corrections. Moreover, the interplay between reliability and validity is deemed crucial, especially in shaping the study's design and guiding the evaluation process. This study's construct and criteria validity is ensured by adapting the questions outlined in the previous section according to the literature review and those used in previous studies. To ensure the reliability of the research instrument, the same interview guide is used for all participants, eliminating the possibility of the instrument being modified. Data will be routinely reviewed, the focus will be kept, and the conceptual work of analysis and interpretation will be regularly examined and confirmed. This will help the study determine when to continue, cease, or alter the research procedure to attain dependability and validity and guarantee rigour.

2.8 Data collection method

Face-to-face interviews are widely used by qualitative researchers for in-depth and semi-structured interviews (Sturges & Hanrahan, 2004). The interview schedule will be created based on the literature review and bearing in mind the research objectives. Respondents' current position and length of service at sea will be obtained first. Part one of the instrument will consist of questions formulated around obtaining their views and opinions towards the maritime industry as well as their motivation in becoming a seafarer. Part two will be based on identifying the current challenges experienced by females onboard, determining if their expectations have been met thus far, and exploring the possibility of these expectations and attraction factors being considered retention factors as well. Part three will focus on the industry's transformation in respect of women, the current challenges faced, and what, in the participants' view, the industry could do to retain females. To emphasise the characteristics or codes when analysing the data which is discussed next, the instrument questions were carefully crafted so that they could be easily associated with the research literature and the general employee context's determinants of attraction and retention.

2.9 Data analysis

Content analysis was used by thematically grouping data into categories. (Skinner, et al., 2015). This includes becoming acquainted with the data, creating initial codes, searching for themes, reviewing themes, defining and naming themes, and finally producing the report (Braun & Clarke, 2006). Content analysis is a technique for examining written materials to quantify content in terms of pre-determined categories (Bryman, 2008). Babbie (2013:295) defines content analysis as the study of recorded human communications, and Weber (1990:9) describes it as a technique for drawing reliable conclusions from text. One approach that will be adopted is to focus on what is referenced in text and speech. That is, to concentrate on the characters or elements that are recruited into the text and to examine how they are connected or co-associated.

Qualitative data analysis is a process that requires sequential steps to be followed, from the specific to the general, and involves multiple levels of analysis, which are familiarisation; getting a thorough overview of all the data collected before starting to analyse individual items. The next step involves coding, highlighting sections of the text, usually phrases or sentences and coming up with shorthand labels or “codes” to describe the content. Next is identifying themes, patterns and relationships where codes are revisited, and identifying patterns among them. Thereafter, themes will be reviewed, making sure that the themes are useful and data are accurately represented by returning to the data set and comparing the themes against it. Next is defining and naming themes, which involves formulating exactly what we mean by each theme and figuring out how it helps the study to understand the data. Naming themes follows next, which involves coming up with a brief and easily understandable name for each theme. Last is writing up the analysis of the data, which requires an introduction to establish the research question, aims, and approach. Also included is the methodology section, describing how the data was collected (e.g. through semi-structured interviews or open-ended survey questions) and explaining how the content analysis itself was conducted (Caulfield, 2002).

Tesch (1990) provided the eight steps typically used in forming codes, including giving some attention to the types of codes to develop when analysing a text transcript or a picture (or other type of visual object). We tend to think about codes as falling into three categories: Expected codes – codes on topics that readers would expect to find, based on the literature and common sense; Surprising codes – codes on surprising findings that could not be anticipated before the study began, and codes of unusual or conceptual interest, codes of unusual ideas, and those that are, in and of themselves, of conceptual interest to readers Creswell, 2012a). Each category will be explicitly analysed based on the three factors of the interview questionnaire:

Attraction, Retention and Transformation by identifying themes emerging from each factor. Common or expected themes and surprising themes will then be identified. Once all the themes have been identified they will be ranked in priority order as to the number of times they have been detected. Each theme will then be discussed in detail with any existing literature review.

2.10 Data Saturation

Saturation, in general, is a condition for ending data collection and/or analysis in qualitative research (Garrett et al. 2012; Lipworth et al. 2013). Originating from grounded theory (Glaser & Strauss, 1967), the concept has now gained widespread acceptance across diverse qualitative research methodologies. Saturation is often advocated as a pivotal methodological element in such endeavors. Fusch and Ness (2015:1408); Fusch and Ness (2015:1411) clearly assert that "failure to obtain saturation has an impact on the quality of the research done." According to Guest et al. (2006:60) and Morse (2015:587), saturation has become "the gold standard by which purposeful sample sizes are chosen in health science research." It is also "the most commonly claimed assurance of qualitative rigor offered by writers." Saturation is referred to as a "rule" (Denny 2009; Sparkes et al. 2011) or an "ordinance" (Morse 1995) of qualitative research and is included in a variety of general quality criteria for qualitative methodologies (Leininger 1994; Morse et al. 2002).

Urquhart (2013:194), who also wrote from a grounded theory perspective, describes saturation as "the point in coding when you find that no new codes appear in the data." While Given (2016:135) views saturation as the moment at which "more data do not contribute to any new emergent themes," there are increasing instances of the same codes but no new ones. Others have taken a similar stance about the (non)emergence of new codes or themes; e.g., Birks and Mills (2015) and Olshansky (2015). These definitions exhibit a shift in emphasis and offer a second saturation model. The decision-making process appears to be influenced more by the emergence of new codes or themes rather than the advancement of those already identified, while maintaining a focus on the level of analysis (Saunders et al., 2017). Additionally, rather than the gathering of additional data, Urquhart (2013) and Birks and Mills (2015) tie saturation to the conclusion of the study.

However, theoretical saturation takes place "when the full range of constructs that make up the theory is fully reflected by the data," according to Starks and Trinidad (2007:1375). Although not entirely explicit, this description provides a third saturation model with a different directional logic: rather than asking, "Given the data, do we have analytical or theoretical adequacy?" instead asking, "Given the theory, do we have enough evidence to show it?" (Glaser 1992:103).

A fourth perspective (Charmaz, 2008; 2014) that refers to empirical saturation rather than theoretical saturation can be seen if we step outside the grounded theory literature; e.g., Fusch and Ness (2015). This theory of saturation tends to focus on the topic of how much information is needed (typically the number of interviews) before nothing new emerges, or what Sandelowski (2008:875) refers to as "informational redundancy"; e.g., Francis et al. (2010) and Guest et al. (2006). This is similar to Grady (1998:26), who defines data saturation as the point at which fresh data starts to become redundant with previously gathered data. This study's data saturation will be attained when the researcher starts to hear the same remarks repeatedly and will cease data gathering and begin analysing what has already been collected.

Conducting ethical research is a crucial requirement for any academic study. The considerations related to this study are discussed next.

2.11 Ethical considerations

Aluwihare-Samaranayake (2012) states that ethics can be defined as "doing good and avoiding harm". Ethical guidelines are established and put in place to protect participants and the study, limit the harm inflicted on people, and guarantee the trust and dignity of this study. This study must adhere to the values of autonomy, respect, beneficence, and equity briefly explained below.

This study will pay attention to ethical considerations such as:

2.11.1 Informed consent

Musmade (et al., 2013) advocate for informed consent as an ethical and legal necessity in research involving human participants. This process entails providing participants with comprehensive information about the study's pertinent aspects, allowing them to make an informed decision and voluntarily confirm their willingness to participate after reviewing all the details. Grant (2021) shares the perspective that informed consent is generally perceived as a process, with the informed consent document playing a central role. The key attributes of a well-designed consent form are well-established: it should provide necessary information, including statutory requirements, to enable participants to make informed decisions; be written at an appropriate reading level for its audience; and be of a manageable length to facilitate thorough comprehension. However, the content and structure of such documents have been under scrutiny for at least three decades, consistently criticised for being overly complex, lengthy, and difficult to comprehend, thereby often hindering genuine informed consent by study participants. Manti and Licari (2018) concur with the perspectives of the aforementioned researchers regarding informed consent forms. They advocate for these forms to be written in language accessible to subjects, minimising potential coercion or undue influence, and ensuring subjects have ample time to consider participation. However, they emphasize that informed consent transcends a mere signature on a form; it entails a process wherein the subject comprehends the research and its associated risks.

2.11.1.1 Basic elements included in this study for informed consent

This study aimed to support ethical standards and ensure participant autonomy by incorporating essential elements for informed consent.

- A statement outlining that the study constitutes research.
- An elucidation of the research's purpose and the anticipated duration of participants' involvement.
- A detailed description of the procedures that participants will undergo
- An overview of any potential discomforts participants may experience, including an assessment of their likelihood, and a delineation of the measures to be implemented to prevent or mitigate them.
- A declaration elucidating the extent to which records will be kept confidential, inclusive of specifying who will have access to research records.
- An explanation of whom participants can contact for clarification on pertinent questions regarding the research and the rights of research subjects.
- A statement affirming that participation is voluntary and that refusal or discontinuation of participation will not incur penalties or loss of benefits.

After being informed of the study's intent, each respondent will complete a consent form to participate in the research study (Annexure B).

2.11.2 Right of privacy

In qualitative research, maintaining participants' confidentiality while presenting comprehensive and detailed accounts of social phenomena poses unique challenges. Ethical considerations are paramount in ensuring privacy and confidentiality throughout the research process. While the terms confidentiality and anonymity are often used interchangeably, it's crucial to understand the distinction between them when establishing protocols for ethical research conduct. Confidentiality, as described by Kaiser (2009), involves protecting the identity of participants from being disclosed or discovered by others, even though the researcher may be aware of their identity. This encompasses safeguarding sensitive information obtained from participants to prevent any unintentional or deliberate revelation of their identity. Researchers employ various strategies to uphold ethical standards in this regard. For instance, they may secure their research records by using password-protected files and encryption when transmitting data online. Physical documents may be stored in locked cabinets or safes to prevent unauthorised access. Additionally, researchers may utilise coding systems known only to themselves, further ensuring the confidentiality of participants' identities throughout the research process.

Qualitative studies must adhere to ethical standards concerning privacy and confidentiality for several crucial reasons. Participants often provide detailed and personal information to aid researchers in gaining comprehensive insights into the study. However, unintended disclosure of this information can have severe consequences, including potential misuse of participants' identities, damage to self-esteem, or even tragic outcomes like hate or suicide (Richards & Schwartz, 2002).

Anonymity, where the participant's identity remains unknown to the researcher, is a fundamental aspect of ethical research conduct. It is the researcher's responsibility to ensure that privacy, confidentiality, and anonymity are maintained throughout the research process (Bos, 2020). This commitment extends to all stages of the research, from data collection and analysis to reporting and dissemination of findings.

During data analysis, cleaning, and dissemination, qualitative researchers employ various strategies to uphold ethical behaviour. For instance, they may use dominant or alternative approaches to prevent the disclosure of participants' identities. Confidentiality concerns are addressed proactively during data collection through informed consent processes. Subsequently, during data cleaning, researchers meticulously remove any potential identifiers to create a "clean" dataset devoid of personal information such as names (Kang & Hwang, 2021).

In this study, confidentiality and privacy will be maintained by using unique identifiers, such as positions held by participants, rather than personal names. This approach ensures that participants' identities remain protected throughout the research process, upholding ethical standards and safeguarding their privacy and confidentiality (Kaiser, 2009).

2.11.3 Ensuring permission

Before proceeding with the study, approval will be obtained by both CPUT's Faculty of Business and Management Sciences Ethics Committee (Annexure C) and that of the organisation (Annexure D). Participants will be advised of the purpose of the study, their consent obtained by completing the consent form (Annexure B), and their right to withdraw at any stage, and confidentiality will be maintained. During the interview, the participants will be identified using their current positions as there are a few positions of each one mentioned in the sample size, and this will ensure confidentiality and anonymity and achieve the outcomes of this study. The study will remain ethical and not use unethical tactics or techniques. The company's ethics policy will further reinforce this.

2.12 Demarcation and delimitation of the study

This study explores the factors that influence female seafarers, attraction, and retention and identifies possible solutions. This study focuses on a single South Africa-based maritime company which considers itself to be the leading company in transformation as well as the growing female seafarer complement ranging from cadets/trainees to officer level producing a sample size of +/- 12 participants. The business provides specialised solutions and works as a partner with clients who operate in marine environments. The company, which leads the market and is the only employer and management-owned provider of maritime solutions in the industry, was delighted to be returning to its African roots in December 2016 when it bought the Southern African operations of its predecessor. This acquisition was seen as a catalyst for shared value creation and economic development. The business is 100% South Africa-owned, with the majority of its shares held by Black South Africans, including its employees, and is verified annually against the requirements of the Maritime Transport & Services Sub-Sector Codes. It is a Level 3 Contributor to Broad-Based Black Economic Empowerment.

2.13 Significance of the research

There is a great need to transform the maritime industry with specific emphasis on females (Thomas, 2004). To date, the maritime industry has been slow to transform due to various maritime legislations (Mathebekase, 2018) and the designing of ships that have been male-dominated (Govender, 2018). This study will not only expand on the existing literature base and the knowledge and in-depth understanding of attraction and retention of female seafarers within South Africa, but it will also assist the maritime industry players worldwide who experience similar challenges in making informed decisions on how to redefine their attraction and retention strategies and, subsequently, attain its set objectives and vision. In addition to identifying these issues in the maritime industry, this study seeks to examine and compare all human resource factors that affect attraction and retention in general and within the maritime sector. The most prevalent ones in a general context are work-life balance, human resource development, recruitment tactics, legislation, company branding, motivation, employee wellness initiatives, compensation, reward systems, benefits, leadership style, and work-life balance (Shikongo, 2011). Particularly in the marine industry, the most prominent ones are enhancing welfare and working conditions, sponsoring skill development and training, as well as creating a long-term career path for seafarers (Watchkeeper, 2003, Wiseman, 2004, Bajpaee, 2005, Holder, 2005, Horck, 2005). This will contribute to the knowledge of other researchers and may be a study for future research with specific emphasis on the new sectoral targets for Employment Equity being signed into law soon and how industry players and all other sectors have measured against these targets.

2.14 Expected outcomes

This study intends to extend to current academic research and literature, providing insightful researched information to the maritime industry on the reasons for the attraction and retention of female seafarers. Studies conducted by (Caesar et al., 2015) examine factors relating to the turnover and retention issues in the maritime industry in general, such as a lack of opportunities for career progression at sea, the need for young officers to start or build a family, the sudden emergence of landside opportunities and poor working conditions onboard (influenced by increased workload, stress, loneliness, isolation and cultural diversities), it was evident that there is far less literature examining issues of female seafarer attraction and retention within the South African sector. It is of particular interest to investigate the reasons female seafarer attraction, turnover and poor retention problems in the maritime sector are like those given in other sectors.

2.15 Limitations of the study

The study was conducted with a limited sample group, focusing exclusively on the Western Cape region and a single organisation. While this may impact the generalisability of the findings, rigour was maintained by acknowledging this limitation and focusing on obtaining rich, in-depth insights from the selected participants. The time-consuming nature of qualitative research (McGrath et al., 2019) was mitigated by employing structured interview techniques and careful scheduling to manage the extended study timeline. Additionally, while personal knowledge and experience inherently shape qualitative observations, researcher reflexivity was consistently applied to minimise bias and ensure objective data interpretation.

To address the potential for discussions to stray from the intended focus during interpersonal communication, clear guidelines were established for data collection. Interview questions were designed to keep the participants on topic while allowing for open-ended responses that could offer valuable insights. The labour-intensive methods, such as categorisation and recording (ACAPS, 2012), were approached with a robust analytical framework that ensured data was systematically processed and analysed.

Acknowledging that qualitative research relies more on judgment and opinion than quantitative data (Shuttleworth & Wilson, 2008), the study incorporated triangulation methods to cross-validate findings, thus enhancing reliability. While qualitative studies are inherently difficult to reproduce due to their unique nature, the rigour was ensured by meticulously documenting the research process and maintaining transparency throughout.

In terms of potential bias, especially in internal qualitative research, strategies were employed to reduce the likelihood of respondents providing socially desirable answers. Participants were assured of anonymity and confidentiality to encourage genuine responses, addressing concerns around the influence of preconceived notions (Shetty, 2022). This approach contributed to obtaining more authentic data that could better reflect the employees' true perspectives.

By anticipating challenges such as sample size representation and the subjective nature of qualitative data, the study applied rigorous planning and methodological safeguards to ensure the validity and reliability of the findings.

2.16 Conclusion

In conclusion, this chapter outlined the research methods for investigating female seafarers' attraction and retention in the maritime industry, focused on a specific company in the Western Cape, South Africa. The study employed convenience sampling to select 12 female seafarers, utilising semi-structured interviews to gather insights into motivating factors and challenges. Methodological rigour was ensured through the alignment of questions with research objectives and the use of the same interview guide for all participants. Qualitative data analysis followed a systematic process to derive meaningful insights, with saturation being crucial. Ethical considerations were prioritised, with approval obtained from relevant ethics committees and measures taken to maintain participant confidentiality. The study aimed to contribute to the transformation of the maritime industry by addressing gender diversity issues and providing valuable insights for decision-making. While the findings are expected to inform future research and strategies for improving gender diversity and retention, limitations such as the sample size and focus on a single organization should be acknowledged. This chapter set the stage for the subsequent exploration of employee attraction, building on the insights gained from the research methods outlined here.

CHAPTER 3: EMPLOYEE ATTRACTION

3.1 Introduction

In today's dynamic business environment, attracting and retaining talented employees is crucial for the success of any organisation. The process of attracting and retaining employees involves understanding their motivations, preferences, and needs, and tailoring recruitment and retention strategies accordingly. This is particularly true in industries such as the maritime sector, where specialised skills and expertise are required, and talent competition is fierce.

This introduction provides an overview of employee attraction and retention factors, with a focus on the maritime industry in South Africa. It will first discuss employee attraction factors in general and explore common recruitment methods used by organisations to attract top talent. Subsequently, this chapter provides a brief overview of the South African shipping industry, highlighting its significance and key characteristics. Furthermore, we will delve into specific attraction factors for seafarers, considering the unique nature of their roles and the challenges they face in the maritime sector. Understanding what motivates individuals to pursue a career at sea is essential for maritime companies to develop effective recruitment strategies and attract skilled seafarers to their workforce.

Finally, we will examine general factors related to employee retention, emphasising unique retention factors specific to seafarers. Retaining experienced and qualified seafarers is essential for ensuring operational efficiency and safety at sea. Therefore, identifying and addressing the factors that contribute to seafarer turnover is vital for maritime companies to maintain a skilled and committed workforce. By exploring these aspects of employee attraction and retention within the context of the South African maritime industry, this study aims to provide valuable insights for organisations seeking to optimise their recruitment and retention strategies and foster a sustainable and thriving workforce.

Considering talent is valuable, challenging, and difficult to replace, human capital is increasingly being recognised by markets as a source of value for businesses and shareholders, and businesses that are better able to find, recruit, and retain elite talent outperform their competitors (Cairncross, 2000; Barney & Wright, 1998, cited in Srivastava and Bhatnagar, 2008:253). In the networked global economy, top talent is exceedingly mobile, reports Srivastava and Bhatnagar (2008:253). An organisation's success is directly proportional to the talent it can attract. Staffing appears to be a crucial strategic option for gaining a competitive advantage, as per Srivastava and Bhatnagar’s (2008:253) study. Better talent acquisition enhances employee engagement and productivity, in the opinion of Srivastava and Bhatnagar (2008:254). Sayers (2007:474) observes that it is becoming increasingly difficult for public and private sector organisations to attract outstanding personnel, particularly younger, highly qualified people. This is backed by a Deloitte study, which revealed that one of the most crucial concerns of people management that organisations confront today is the capacity to attract talent (Hughes & Rog, 2008:747). Organisations should evaluate elements that may affect talent attraction to recruit acceptable talent into their workforce. This type of analysis aids businesses in identifying flaws, adjusting, and increasing their capacity to locate qualified people. This chapter discusses the various attraction factors highlighted in previous research in a general context as well as specific attraction factors found in studies relating to seafarers to achieve this study's objective.

3.2 Conditions of employment

Srivastava and Bhatnagar (2008:258) note that the workplace environment should enable employees to perform at their best. In essence, this should not only make prospective workers feel less intimidated but also make working conditions more desirable (Branham, 2005, cited in Srivastava & Bhatnagar, 2008:256). Armstrong (2006:149) agrees, stating that employees should be provided with healthy, safe, and realistic working circumstances. Deery (2008:804) proposed that businesses should provide enough resources for employees to accomplish their duties properly. To attract the proper people to their job sector, organisations should ensure that working circumstances are appealing, safe, healthy, and well-equipped through well-developed and structured human resource practices.

3.3 Development of human resources

Human resource development (HRD) is a process in which organisations provide tools and chances for professional advancement while allowing individuals to control their careers. Many employers in the corporate sector have adopted the concept that HRD can improve employee employability (Woo, 2007:505). Research on a study conducted in the United States, Europe, and Asia revealed that the most important factor influencing engagement is the availability of sufficient opportunities to learn and develop new skills (ONeal & Gebauer, 2006:9). Glen (2007:4), on the other hand, found that talent at any level (senior, technical, or high potential) can be enticed by factors such as a strong reputation, the prospect of rapid advancement, and competitive financial rewards. However, an employee's experience of a connection within an organisation ultimately determines the partnership's duration and win-win outcome. This also applies to external candidates who view the company’s brand or image as a starting point in their application for potential employment.

3.4 Company branding

The organisation's image is a critical factor in determining potential employees' perceptions of the organisation, its job opportunities, and their attitudes toward it. Srivastava and Bhatnagar (2008:255) describe the employer's brand image as the image associated with an organisation only in its capacity as an employer. Creating a positive employer image spreads throughout the community and attracts future employees. Scholars emphasise the importance of having a strong and attractive employer brand to attract and retain the top personnel anywhere in the world (Bhatnagar, 2007:641). Srivastava and Bhatnagar (2008:255) found improved external and internal communication signals to potential talent about the whole employee experience. Word-of-mouth advertising is a powerful recruiting tool. Srivastava and Bhatnagar (2008:255) found that employer branding has become a vital technique for attracting and retaining the right kind of talent since people want to work for excellent companies. Turban and Cable (2005) found from their two studies that organisations with better reputations attract both quantity and quality applications.

Turban and Cable's (2005) study were criticised by Collins and Han (2006) for being too basic in picking reputation as a primary factor in recruiting attraction. They contended that numerous variables influence the amount and quality of applicants. Collins and Han's (2006) study found that firm reputation has no relationship with applicant quantity or quality, while corporate advertising and image do have a relationship with recruiting outcomes. Sokro (2012) found that a company's brand name and image significantly impact their decision to join the company where they are now employed. However, because Sokro's research was limited to the banking business in Ghana, the universal application may be difficult.

It has been shown that a significant number of renowned brand names endure roughly 20% annual labour turnover due to poor inductions, leadership behaviour and ethics that do not match superficial expectations, a sub-optimal working environment, and frustration (Glen, 2007:4). Therefore, the company’s recruitment methods should incorporate its image or brand as it establishes the first impression of the company’s culture.

3.5 Recruitment methods

Swanepoel, Erasmus, van Wyk, and Schenk (2000:291) define recruitment as "the activities in human resource management undertaken to attract sufficient job candidates who have the necessary potential, competencies, and traits to fill job needs and assist the organization in achieving its objectives." Companies are constantly on the lookout for talent (not only when they have openings) (Michaels et al., 2001:13). Even though the recruiting tactics have changed, Michaels et al. (2001:78) propose that organisations adopt the new strategy because most continue to utilise the same recruitment strategies they have always used. They contend that hiring is no longer about picking the best candidate from an extensive list but rather about reaching out and discovering qualified candidates.

Different recruitment sources can be utilised to find potential candidates, including internal (recruiting from current employees) and external (recruiting from the public). The sources through which a company recruits potential employees, in Noe, Hollenbeck, Gerhart, and Wright's (2003:199) view, are critical parts of its entire recruitment strategy. The number of applicants who apply for an organisation's vacancies and the applicants who apply will be influenced by how and to whom the organisation communicates its openings (Noe et al., 2000:199). This is because various people have access to diverse media; for example, persons who respond to newspaper advertisements may differ from those who respond to electronic recruiting advertisements. For instance, Fisher et al. (2014) found that recruiters favour social media for recruitment due to its cost-effectiveness and rapid vacancy filling. Conversely, Wei et al. (2016) determined that online portals are preferred for their lower costs. Furthermore, research methodologies may differ in their ability to convey various types of information (Williamson et al., 2003; Allen et al., 2007; Wei et al., 2016; Priyadarshini et al., 2017). Literature on talent attraction acknowledges that different methods employ distinct communication patterns to convey information about the organization, profiles, etc., to attract talent. Wei also noted that online portals attract talent by disseminating information through hyperlinks, textual content (e.g., job openings), graphic images, etc. Recruitment websites offer abundant information about the organization, diverse job opportunities, or the organizational culture.

3.5.1 Factors governing recruitment

Given its importance and popularity outside the organisation, recruiting is typically vulnerable to a variety of factors from both the internal and external settings in which the organisations operate: Here are the contributing factors:

3.5.1.1 External Factors

The state of the labour market has a significant impact on how the organisation chooses its recruitment sources. Organisations can keep a sufficient supply of skilled workers from their internal database during periods of high unemployment. A competitive labour market that occasionally records low unemployment rates may need businesses to do considerable advertising and enlist the aid of recruitment agencies (Anand, 2016). For the majority of non-managerial, supervisory, and middle-management positions, local labour market conditions are crucial. Political and legal considerations are additional outside factors. Jobs are set aside for minorities and historically underprivileged communities. There is a strong conviction in treating employees from historically underprivileged areas of society with preference. The general public has come to regard the aforementioned reservations as inevitable. To draw in a sizable number of job seekers, the organisation's employment brand is important. Numerous applications are sent to blue-chip companies. To recruit skilled potential employees, perceptions of the organisation by job seekers often matter more than financial compensation (Bali & Dixit, 2016).

3.5.1.2 Internal Factors

The recruitment function of an organisation is influenced by several external factors. In addition to these, certain internal dynamics play a crucial role in the hiring of new staff. The hiring practices of an organisation are one of the aforementioned internal elements. In their study on the task of attracting and keeping academic staff in Nigerian universities, Onah and Anikwe (2016) made the case that an organisation must first evaluate the strengths and weaknesses of its recruiting policy before beginning any recruitment process, whether internal or external. The significance of comprehending the elements likely to obstruct or facilitate recruiting is emphasised by Onah and Anikwe. Most businesses have internal (from among their personnel) and external (from outside the company) hiring practices (from outside the organisation). Internal sourcing staff members typically have extensive knowledge of the company and can suggest candidates who match its culture (Anand, 2016). Having temporary and part-time staff is another pertinent rule. When managers cannot justify hiring a full-time employee, such as for vacation cover, peak work periods, or during an employee's pregnancy leave or sick leave, they will frequently hire "temps" for short-term assignments or help.

There are also policies in Multinational Corporations linked to the recruitment of local nationals, it was noted in a related study by Rajani, Reddy and Parvathi (2016) that examined the internal aspects of recruitment in selected Indian and Multinational Companies (MNCs). The study's goal was to determine how IT companies' hiring practices varied from those of multinational corporations. Locals are preferred by multinational corporations doing business abroad because they are better able to comprehend local languages, customs, and business procedures. Rajani et al.'s (2016) study found that although organisations have carefully crafted policies in place, they are occasionally ineffective. As a result, many organisations have chosen to adopt the most recent trend in the recruitment industry, which is to outsource the recruitment function to recruitment agencies. In their quantitative study on the impact of human resource planning on the organisational performance of the telecom sector in Pakistan, Afzal et al. (2013) noted that one important internal factor that can affect the success of the hiring programme is whether or not the organisation engages in human resource planning (HRP).

Typically, it takes time for an organisation to attract enough candidates with the necessary expertise. Examining the options for the best sources of recruitment and the most efficient ways to get them takes time. Plans for recruiting may be developed when the best options have been determined (Noe et al., 2015). Recruitment efforts are considerably aided by effective HRP.

Another internal aspect that affects the hiring process is size. Gamage (2014) contends that hiring will be less of a challenge for a company with 100,000 employees than it will be for one with only 100. Gamage adds that a company's hiring and selection practices have a significant impact on the performance of the organisation. Another internal element that was considered crucial was the cost of hiring. Recruiters must stick to the agreed spending limit. The expense of hiring is kept to a minimum by thoughtful human resource planning and proactive recruiting. One cost-saving strategy that might be considered is recruiting for several job positions simultaneously. Proactive personnel practices are the best approach that businesses can take to minimise the need for recruiting while reducing employee turnover. Organisations must assess the quality, quantity, and expenses of recruiting to guarantee that the hiring process is effective and efficient (Mulolli, Islami, & Skenderi, 2015).

3.5.2 Organisational recruitment strategies

Organisations employ various recruitment tactics to attain their desired goals of improved organizational performance, long-term business growth, better profit margins, and efficiency. The section that follows provides details on various internal recruitment sources and techniques.

3.5.2.1 Internal sources and methods of recruitment

Grobler et al. (2012) recommend that organisations should look for top university graduates, connect with numerous recruitment firms, and set up a recruitment portal on their website. It is vital to use up all of the talent already present within an organisation before starting a recruitment campaign. To source talent internally, an organisation must create and maintain a strong internal talent database. Flippo (2013) posits that there are two major sources of hiring: internal sources and external sources. Internal recruitment sources, Flippo (2013) adds, include utilising candidate databases or past curriculum vitae for hiring. Another type of internal recruitment that involved moving workers from one job to another without advancing in rank or position was the internal transfer of employees from one unit to another. It is an effective way to recruit competent workers from departments that are overstaffed. Promoting current employees who contribute to the performance of the organisation is another internal recruitment source. This entails reassigning a worker to a higher rank with more obligations, prestige, benefits, and pay. Noe et al. (2015) go over several internal hiring practices. Some strategies involve announcing job openings and encouraging internal candidates to apply. It offers all currently employed personnel in the organisation an equal opportunity. Bulletin boards are used to post job opening announcements, and interested employees can then apply. Employee referral is a different strategy Noe et al. (2015) mention, and it entails hiring new workers based on recommendations from the current employees. The ideal applicant is hired via the aforementioned process on the advice of certain current workers. Additionally, it was mentioned that turning temporary employees into permanent employees is another internal recruitment strategy whereby temporary staff members are converted into permanent staff. When a company is happy with the performance of its present temporary employees, it will frequently use this strategy (Onah & Anikwe, 2016). Although this strategy is typically more suitable for non-maritime industries, AMSOL has observed that seafarers often opt to stay on fixed-term contracts to maximise their financial benefits. By remaining on such contracts, seafarers avoid deductions for benefits such as pension and medical aid, with the company's monetary contributions being paid directly to the employee. This approach is currently regarded as one of the company's retention strategies.

3.5.2.2 External sources and methods of recruitment

The sources of external hiring that organisations use are discussed by Kumar (2012) and include, among others, recommendations, professional associations, headhunting employment agencies, educational institutions, walk-ins, consultants, and agents. On the other hand, Shafique (2012) lists several external techniques of hiring that organisations have implemented. These include print and electronic advertisements, which may be found in newspapers and other print and digital media. Other external forms of recruitment that organisations use include roadshows, university employment and recruitment fairs, and vacation work, which involves students working part-time during breaks from school. More exploration of the existing literature uncovered additional external hiring practices employed by numerous organisations, such as the following.

3.5.2.2.1 Social professional networks

Flippo (2013) asserts that the growth of professional social networks during the past four years has caused the biggest change in recruiting globally. A study by Flippo (2013) shows that professional networks are now the best places to find qualified candidates. Recruiters are now increasingly successful at locating candidates through this channel, and this rise matches the rising applicant usage of professional social networks. Armstrong's (2012) study found that professional social networks are cited by nearly half (46%) of global organisations as one of the most significant sources of quality hires, closely followed by employee referral programmes (44%), organisation career sites (43%), online job boards (40%) and internal hires (27%).

3.5.2.2.2 Talent Branding

Various antecedents and consequence factors, including organisational culture, workplace diversity, employee salary, organisation reputation, and human resources policy, have been identified in the talent branding literature (Tanwar & Prasad, 2016). Chikumbi (2011) proclaims that talent branding is the social, public version of an organisation's brand that aims to market an organisation as an excellent place to work for and to draw in fresh talent. Organisations are becoming more aware of how a strong brand and company culture affect the hiring process. When an organisation has a positive talent brand, costs per hire are cut by 50% and turnover rates are decreased by 28%. People brand thereby greatly improves an organisation's capacity to attract top talent. Research conducted by Tanwar and Prasad (2016) suggests that employer branding has become a long-term strategic human resource technique necessary to enable efficient hiring and retain qualified personnel given the competitive nature of organisations. Additionally, a strong employer brand helps businesses find brand champions.

3.5.2.2.3 Mobile Recruiting

One of the most popular approaches used by recruiters worldwide is mobile recruiting, a major breakthrough. Grobler et al. (2012) report that 43% of job seekers utilise mobile devices in the course of finding employment. Recently, it has been observed that more job applicants use mobile devices to apply. To meet the need for candidates, Flippo (2013) states that organisations and recruiters must increase their mobile recruiting behaviours. Organisations will be able to screen more applications if searching and applying are made easy. Armstrong (2014) predicted that, despite the increasing need for exceptional individuals, recruiters would encounter higher competition in 2016. This was due to a lack of skills. The research conducted by Kaur (2015) confirmed earlier findings by Armstrong (2014) that the widespread adoption of new technologies had caused a rapid transformation in the recruitment industry. The author goes on to claim that the most recent technological advancements have improved and streamlined the talent acquisition process. The new millennial generation is reliant on modern devices like computers, iPads, and smartphones. To fulfil the expanding expectations of the millennial generation, recruiters must, therefore adapt their hiring techniques to match the latest e-recruitment trends.

3.5.2.2.4 Cross-Border Recruiting

Cross-border hiring is the practice of hiring talented individuals from outside of the country; given the variety of workers involved, this demands complex human resource management (Mabey, Salaman & Storey, 2005). This causes further issues, including the refusal of talented workers from developing countries to accept jobs in rich countries (Pfeifer, Schuettle & Schwinn, 2009). Furthermore, businesses in rich nations frequently find themselves unable to pay the high rates that qualified workers from developing nations demand (Pfeifer et al., 2009; Suliman & Obaidli, 2011). According to Mpoyi (2012), a developed nation is defined as a sovereign state with an exceedingly sophisticated technological infrastructure in comparison to other less developed countries. Obtaining work permits and paying for relocation expenses are further issues (Akhigbe, 2013). Some factors used to gauge the level of economic development include Gross Domestic Product (GDP), per capita income, industrialisation, infrastructure, and overall standard of living. Staff retention is frequently a challenge since talented individuals from less developed nations are frequently unwilling to renew their contracts or because many professionals demonstrate a general reluctance towards international movement (Akhigbe, 2013). Low pay, perceived political unpredictability and security, dual-career issues, inability to deal with cultural differences, and the inability of the family to deal with a new environment are some of the frequent justifications given by Akhigbe (2013) as to why skilled foreign workers are unwilling to extend their contracts. According to a recent study by Cremers (2016) that examined economic freedoms and labour standards in the European Union, cross-border hiring is seen as a service provided to employees, thus businesses should have well-defined legal frameworks that will direct the process. The study also showed that cross-border recruitments were complicated by the legislative frameworks of several nations, making it difficult, particularly for the host country, to maintain systematic and effective oversight. The different laws governing cross-border hiring were found to be difficult to enforce. Given this, from 2011 to 2015, the French umbrella organisation of labour inspectors highlighted the majority of these enforcement issues (Cremers, 2016). The report also noted the use of bogus posts to get around national salary, labour, working conditions, and social security regulations in the host country.

3.5.3 Advantages and disadvantages of recruitment sources

3.5.3.1 Internal Recruitments

Organisational rules inform the numerous ways that employees are hired within each organisation. There are benefits and drawbacks to each recruitment strategy that an organisation chooses. The company chooses to hire internally at times and from outside at other times. Internal hiring, according to Gamage (2014), has several advantages since it encourages workers to get ready for potential transfers or promotions. Increased morale within a company is a result of internal promotions. Gamage claims that internal recruitment also saves on orientation and training costs because the organisation has access to more background information on the candidates. Equally, internal hiring has drawbacks for organisations in that individuals who do not get jobs may grow dissatisfied (Mulolli, Islami & Skenderi, 2015). Additionally, if the new boss is chosen internally rather than externally, employees frequently feel unsatisfied. The level of innovation may be constrained when hiring from within the organisation because current employees may not have any fresh ideas. Organisations employ various internal and external recruitment strategies, each of which has benefits and drawbacks. The benefits and drawbacks of internal recruitment were the main topics of the previous paragraph. The benefits and drawbacks of external recruitment will be briefly discussed in the section that follows.

3.5.3.2 External Recruitments

Li (2015) argues that hiring individuals from outside the organisation has some benefits for businesses. He contends that conducting an external recruitment drive increases the likelihood that an organisation will identify the right candidates for the position by providing it with a larger talent pool from which to choose. He continues by saying that hiring people from outside the organisation gives it a chance to innovate and stay competitive. When a company chooses to hire from outside, it gives the company access to possible personnel who could help it defeat its rivals. Outside hiring can occasionally inspire present workers to work harder and produce more in the hopes of landing the next promotion. Outside hiring, according to Onah and Anikwe (2016), encourages an organisation's competitiveness. The company can gain insider knowledge of what its rivals are doing well by hiring a candidate with a track record in the industry. This lowers the cost of training or retraining and allows the company to keep one step ahead of the competition. Finding experienced, highly trained, and skilled workers who can help an organisation accomplish its many needs is another benefit of hiring an external candidate.

However, Shafique (2012) contends that external hiring typically undermines employees' motivation to pursue promotions, their ability to blend in with the rest of the organisation is unclear, and new hirees occasionally struggle to adapt to a new environment. In addition, the researcher contends that it frequently costs more and takes longer than hiring from within the organisation. Additionally, external hiring might have an impact on employee morale because current employees may believe it lowers their chance of promotion. Productivity may decline as staff morale drops. Additionally, educating a candidate from outside the organisation on its systems requires extra time. As a result, it takes fresh applicants a bit longer to catch up. Shafique (2012) lists a few more drawbacks, including the fact that it might be challenging to tell from a candidate's resume whether or not they will fit in with the organisation.

Additionally, even if a new employee joins the team with fresh, inventive ideas, this could be seen as a disadvantage because these ideas might cause more disagreement with the existing staff. Although it is good to have the best recruitment techniques, businesses must be aware of the legal requirements related to hiring. If not done properly, businesses risk potential labour court charges.

3.6 Legislation

South Africa has an Employment Equity Act (Act 55 of 1998) that Parliament passed in 1998. Employers must now hire qualified individuals from specified groups (those who have experienced discrimination in the past) so that they can participate equally in all occupational levels and categories and receive equal opportunities. In theory, goals for achieving Employment Equity in the workplace were established, and individual employers were responsible for ensuring that these goals were met. Employers have been slow to respond in this area, resulting in the current Employment Equity Bill ("the EE Bill") being hastened through Parliament. The EE Bill (which will result in amendments to the Employment Equity Act) is aimed at reducing the regulatory burden on small businesses; empowering the Employment and Labour Minister to regulate sector-specific employment equity targets and promulgating section 53 of the Employment Equity Act (EEA) for issuing of Employment Equity Compliance Certificates.

The EE Bill intends to take employment equity plan regulation out of the hands of businesses and place it in the hands of the Employment and Labour Minister after the decision that ‘self-regulation' by employers was ineffective. The EE Bill aimed to phase out all current employment equity plans by September 2022 and ensure that new plans were aligned with the Employment and Labour Minister's new five-year targets. The EE Bill is sector-specific, which means that the EEA would establish numerical criteria for the maritime industry to meet. Therefore, maritime employers who violate the Act's conditions not due to their fault but due to strict maritime legislation(s), which could be in opposition to the Act, and females exiting due to various factors such as family responsibilities, gender discrimination, sexual harassment etc., would be fined for reasons out of the employer’s control. The EEA, on the other hand, stipulates those fines would be enforced only when specified enforcement procedures have been implemented such as written commitments and compliance orders. As this is a new approach to enforcing and ensuring transformation, we will have to wait and see if the Department of Employment can take the required steps not just to execute the EE Bill's provisions, but also to ensure that employers across the country follow the practical actions outlined in the bill. These regulated targets could pressure the maritime sector to transform with respect to females, as current research indicates that female attraction and retention is an extreme challenge.

3.7 South African Shipping Industry

Understanding the dynamics of attraction and retention among shipping sector employers requires a greater understanding of the changes occurring within the environment in which seafarers operate. Some of these trends impact shipowners and other organisations involved in the recruitment, training, and retention of seafarers, either directly or indirectly. In the next section, a SWOT analysis is used to better understand South Africa's current marine situation, as well as its potential for growth and contribution to the local economy.

3.7.1 Strengths, weaknesses, opportunities & threats

3.7.1.1 Training

Seafarers can receive high-quality training in South Africa, which meets or exceeds international standards. South African officers at tertiary institutions progress into a three-year educational programme and must serve on board a vessel for twelve months to be declared proficient. Ratings, referring to skilled seafarers who carry out support work for officers, on the other hand, are required to complete a six-week maritime course at an approved maritime institution and to go to sea for twelve months. Bonnin and Wood (2002) noted that maritime students have difficulty completing their needed sea time due to insufficient training berths. Almost all South African Maritime Education and Training institutions are not active in pursuing student training sites, apart from the Unicorn Maritime Institution, which primarily focuses on upskilling ratings where there is a particular industry need (Mathebekase, 2018).

3.7.1.2 Service Offerings

The offshore oil, gas, and mining services offered in South Africa are recognised as remarkable. When they run into problems with any of the service offerings, several African countries rely on South Africa for assistance (Mabiletsa, 2016). According to Workman (2016) of World’s Top Exports, crude oil has, over the years, accounted for the largest import product, with about US$13.5 billion (15.7 percent of total South African imports) in 2015.

3.7.1.3 Favourable exchange rate

South Africa's chances are expected to grow because of favourable exchange rates. This may appeal to foreign shipowners looking to cut costs by hiring low-cost personnel. Owners of ships from countries with strong currencies versus the South African currency, for example, may find it less expensive to hire crew from South Africa (Skills Development Study, 2011).

3.7.1.4 Native skills

South Africa is a predominantly English-speaking country. Furthermore, South Africa is a multicultural country, which can be seen as a competitive advantage because South Africans exemplify multicultural qualities that shipping companies struggle to obtain when sourcing personnel for ships (Mabiletsa, 2016).

3.7.1.5 Strategic Location

With about 500 million tonnes of cargo carried annually, South Africa's ports are by far the largest, the most effective and well-equipped networks on the continent of Africa. These ports are important transhipment centres for traffic between Asia, Europe, Africa, and America (Mabiletsa, 2016). Deepening berths at the Port of Durban would accommodate larger vessels and alter shipping patterns, enhancing Durban and South Africa's appeal as a trade destination. This strategic enhancement would lead to a reduction in the unit cost of exporting South African containers. Currently handling 60% of trade to and from South Africa, the Port of Durban could further solidify its position by efficiently servicing larger ships, especially in dominant southern hemisphere shipping lanes. The substantial performance improvement would translate into significant benefits for South Africa, potentially reducing the unit cost of inter-continental shipping by up to 20% to 30% over time (Matibe, 2021).

3.7.1.6 Unfavourable legislative regime

Excessive bureaucracy is impeding international connections with South Africa's maritime industry. In addition, as compared to other maritime nations, South Africa's labour rules are less competitive and unattractive (Mabiletsa, 2016). For example, before its recent change, the South African registration was viewed as a register that was uncompetitive at the time due to the tax structure, which required ship owners to pay both the regular corporate tax and a secondary tax based on dividends.

3.7.1.7 Limited ship finance

In South Africa, ship finance is scarce since both private and public financial institutions are unwilling to fund marine projects. Although South Africa has well-established finance institutions, in the view of Funke et al. (2016), capital investments in the South African maritime industry are low since banks and the government appear to lack a thorough understanding of the industry. Furthermore, in comparison to other maritime countries such as China, Germany, and Norway, South Africa charges a higher fee for bank guarantees for maritime projects.

3.7.1.8 The inadequacy of a centralised national maritime database

The facilities in place to act as a database for maritime information are insufficient, preventing research and comparisons. Knowledge exchange, coordination, and collaboration in the South African marine industry are caused by poor communication and high distrust. When it comes to exchanging information about the country's internal marine matters, South African maritime workers exhibit no trust or comfort (Mabiletsa, 2016).

3.7.1.9 Shortage of skills development

The country has encountered challenges in developing skills, particularly in management, senior leadership, and marine attorneys. Inadequate efficiency in developing maritime professionals has been hampered by a lack of training facilities and skill development mechanisms. Due to a scarcity of maritime professionals, it is also considered that the South African maritime industry's commercial talents have not been fully utilised (Skills Development Study, 2011). Per the findings of Van Wezel's maritime studies, there is a need to develop maritime modular content, train staff to teach maritime courses, develop materials in the engineering curriculum, and finally, establish a business link between local maritime tertiary institutions and reputable maritime institutions around the world (Maritime Review Africa, 2016).

3.7.1.10 Inadequate technology

South Africa has not adequately harnessed its natural resources due to a lack of technology. Due to a scarcity of advanced technology, South Africa has lost out on some of the opportunities for employment and welfare produced by its natural resources (Mabiletsa, 2016).

3.7.1.11 Electricity problem

South Africa has had a power shortage in recent years as supply tries to keep up with increased demand, resulting in power outages. Due to a lack of investment and maintenance in prior years, the state-owned electricity provider Eskom Holdings Ltd has been forced into a daily crisis as it strives to meet demand, among other factors. Yelland (2015) is of the view that various factors contribute to the power supply shortage, including:

- A lack of clarity in policy decisions.
- A lack of a financial strategy. The Medupi and Kusile power plants were built without a clear indication of where the project money would come from. As a result, there were delays until the government implemented a financial plan.
- Prior to construction, inadequate geological studies were conducted at the Medupi and Kusile power facilities. This caused significant delays in the construction of the power plant foundations.
- The welding quality of the boilers was poor, necessitating extensive rework.
- Relevant employees with the necessary abilities to complete the task are scarce.
- Several strikes occurred throughout the building period due to labour issues, resulting in little progress at the power plants. Yelland (2015) notes that part of the problem stemmed from Eskom's failure to adopt a site-wide labour agreement that would have resulted in a uniform wage for contractual workers. Different payouts by several contractors resulted in labour unrest and dissatisfaction.

Unfortunately, power outages threaten to plunge Africa's greatest economy into disinvestment as companies, manufacturers, and mines lose production, and foreign investors retreat (Ukessay, 2015; & Wexler, 2015).

3.7.1.12 Limited ability to berth seafarers

Approximately three commercial ships are registered in South Africa's registry, a significant improvement over the previous few years when it had an empty registry. However, due to the registry's minimal representation of ships, ship accessibility is limited when seafarer placement is required. For example, foreign-owned ships with a long-term contract to transport South

Africa’s commodities from its ports make room for only a small number of South African sailors to gain sea experience training (Mabiletsa, 2016).

3.1.7.13 Shifts in trade routes

The Gulf of Aden has been listed as one of the piracy hotspots. It is geographically well-positioned with the anarchy in Somalia, despite being a major commerce route heading into the Suez Canal. As a result of the latter, several carriers are diverting from the Cape route to prevent piracy. Other carriers have also switched routes because of high operating costs and insurance for using the Suez Canal. South Africa is strategically located along the routes that airlines divert to, with port facilities and auxiliary services accessible during a port call (Mabiletsa, 2016). A recent example of when the Suez Canal route was closed, presenting a rare opportunity for alternative shipping routes. South Africa failed to capitalise on this circumstance due to the poor management of Durban Harbour. Despite the closure offering a chance for Durban Harbour to emerge as a viable alternative route, its inefficiencies hindered its ability to attract increased maritime traffic. The lack of strategic planning and effective management at Durban Harbour resulted in missed opportunities for South Africa to leverage its geographical advantage and enhance its position in global trade. As a result, the country could not fully exploit the situation presented by the closure of the Suez Canal, highlighting the critical importance of efficient port management in seizing opportunities in the maritime industry.

3.7.1.15 Grow the shipping industry through coastal shipping

One strategy to promote coastal shipping is to create a regional hub where long-haul ships may unload/load goods fed by coastal shipping. The latter is possible if carriers have enough tonnage to transport (Mabiletsa, 2016). Cabotage referred to as the domestic transportation of goods or passengers within a country by a transport operator from another nation, is considered a feasible option for expanding the South African maritime economy (Motloutsi,2021).

3.7.1.16 Maritime law service

South Africa has a modern and comprehensive admiralty jurisdiction, notes Webber Wentzel (2016), and is a preferred jurisdiction for marine litigation, not just for the execution of maritime claims but also for obtaining security for international actions. The international response to South Africa's marine legal services has been positive, but there is still the potential to expand the service offering to the global market.

3.7.1.17 Improve port services

South Africa is thought to have the potential to transition to a service-oriented maritime economy through producing and maintaining skills development at its ports. The focus has turned to regional connectivity and inter-port connection from a global perspective. As a result, South Africa's location as a shipping centre, connecting east and west trade routes, is a possible consideration. While South Africa has the potential to be a shipping centre for numerous shipping lines, others argue that Transnet's monopoly of ports is impeding the growth of South African ports. Because the current statutory framework prevents investors from having a role in managing their investments, this is disappointing and unappealing to investors. For South African ports to stay competitive worldwide, they must undergo significant improvement, particularly with the rise of Africa's export market in areas such as copper and coal.

South African ports could re-shape themselves into Public-Private Partnerships (PPPs) with essential and strategic partners. One concern is that entering PPPs will weaken the country's control and administration of its ports, as well as a fear that the PPP will increase the market share and domination of foreign-owned ships due to partnerships built with shipping lines. South Africa will constantly be confronted with the challenge of achieving significant development and raising finances for port development (Mabiletsa, 2016).

3.7.1.18 Transhipment point

South Africa's geographic location allows it to become the world's most significant transhipment point. Because of its geographical location, South Africa lies midway between the Asian and American continents; cargo travelling from Asia to Africa or from America to Africa can use the South African hub. South Africa is positioned between the Indian Ocean and the Atlantic Ocean. As a result, South Africa might become a transhipment site for goods from the United States, Asia, and Europe (Mabiletsa, 2016).

3.7.1.19 Uncompetitive cost structure

The marine business has been criticised for not being cost-competitive since harbours are run as monopolies with little innovation and competition. Transnet National Port Authority (TNPA) manages and controls South Africa's eight ports. TNPA is a state-owned corporation responsible for the financial viability of all eight ports, among other things. The National Government does not provide financial assistance to Transnet because it is the landlord. Various opinions suggest that monopolistic governance hinders a competitive environment, allowing Transnet to pass on any costs incurred to port users in the form of higher port service charges. The South African shipping industry, on the other hand, has not experienced a lot of investment due to its uncompetitiveness (Mabiletsa, 2016).

3.7.1.20 Low maritime awareness

Infrastructure that meets international standards has taken a long time to develop. Sadly, the deterioration or inefficiency of maritime infrastructure is caused by a lack of investment in modern infrastructure and a lack of ongoing maintenance. Facilities and other auxiliary services will become less efficient without considerable action, while costs will rise as trade volumes on the African continent continue to rise. In the South African Marine Sector Roadmap, Funke et al. (2016) claim that a maritime culture is not actively promoted and is currently weak in South Africa, resulting in low maritime awareness. The country's ports and harbours, for example, are not easily accessible places where the country's nautical heritage is displayed.

3.7.1.21 Insufficient infrastructure

Infrastructure that meets global standards has been slow to arrive. Sadly, lack of investment in aged infrastructure replacement and continual maintenance are two factors for the deterioration or insufficiency of maritime infrastructure. Without major intervention, facilities and ancillary services will become less efficient while costs rise as trade volumes on the African continent continue to rise (Mabiletsa, 2016).

3.7.1.22 Limited investments and partnerships

Due to a lack of investment in the marine industry, educational institutions have struggled to retain higher-level maritime experts, and high study costs have created barriers for students to pursue maritime courses. Because the South African maritime industry is characterised by a few professionals with maritime skills and a less maritime-focused education system, obtaining such professionals comes at a high cost that is unsustainable when the industry lacks capital investments or funding for maritime education and training. To this extent, the maritime education sector is required to retain qualified maritime educators at a high cost, which drives up the cost of maritime studies because the few maritime education institutions in South Africa are having difficulty retaining qualified educators while also providing high-quality maritime education and training (Mabiletsa, 2016).

3.7.1.23 Hampering institutional arrangements.

However, all parties are aware that students who enrol in particular maritime colleges without completing any sea time will not earn a certificate, which means they will be unable to find work, and their qualifications will not be approved by the South African Qualifications Authority (SAQA) which is not believed to be aligned with SAMSA. The two sides are at odds with the merger of maritime education and maritime employment (Maritime Transport Sector Study., 2011). Furthermore, Frank Van Wezel, a senior curriculum development specialist from the Netherlands notes that one of the conclusions of marine studies in South Africa is that the gap between South African secondary education and international standards is an area that needs improvement (Mabiletsa, 2016).

3.7.1.24 Aging workforce and limited skills transfer

Skills transfer is delayed because there are a few experienced and elderly experts who do not share their expertise and knowledge with the younger generation. There is a case to be made that ageing professionals do not want to retire but continue to work even after they have reached retirement age. On the other hand, a lack of marine awareness has resulted in a skills transfer gap since there are professionals eager to mentor and transfer skills but no applicants to mentor - partly due to a lack of a nautical culture promoted within the South African populace. Another issue is that marine skills are considered scarce in South Africa, with only a few people possessing them. It is thought that these individuals frequently seek more lucrative career possibilities outside the country, thwarting the goal of talent sharing and transfer to young people. The difficulty in retaining workers with marine skills has put a strain on the ageing workforce and retirees, as they are old and exhausted. As a result, the skills transfer process is less effective than when the workforce can still respond promptly (Mabiletsa, 2016).

As the maritime industry has its challenges and potential growth opportunities, organisations must understand what the attraction factors for seafarers' females are, particularly in taking up a career in seafaring. These factors are discussed in more detail below.

3.8 Seafarer attraction factors

There appears to be a dearth of research into the elements that impact people's decision to choose a career at sea. The literature on seafaring elements is still developing, as early studies on seafarers (Bajpaee 2005; Leggate 2004; Tarver 2001) focused on their scarcity rather than comprehending what motivates or influences people to pursue a maritime career. Whether recruits come from a traditional or non-traditional maritime nation, the elements that impact their decision to pursue a seafaring career are essentially different (Barnett et al. 2006; Gould 2010; Lindgren & Nilsson 2012; Pekcan, Barnett & Gatfield 2003). This chapter discusses existing literature on the economic and non-economic elements that influence seafarers' attractiveness to the maritime sector and how they currently differ from those identified in a general context.

3.8.1 Remuneration

Economic incentives play a pivotal role in attracting individuals to seafaring careers, with decent pay emerging as a predominant factor (Dimitrova & Blanpain, 2010). Research by Borovnik (2003) underscores the significance of remuneration in sailors' career decisions, highlighting the pivotal role of pay in their choice to work onboard ships (Barnett et al., 2006). Lindgren and Nilsson (2012) elaborate on the allure of seafaring for Filipino crew members, a substantial segment of the global maritime labour force, attributing their attraction to the sea to the comparatively higher wages offered compared to land-based employment opportunities in their home country (Amante, 2003; Binghay, 2005; Lamvik, 2012; Leggate, 2004; McKay, 2007a; Ruggunan, 2011), despite their significant presence on flags of convenience vessels (Terry, 2009).

However, contrary findings suggest that not all sailors are adequately compensated (Ali, 2011; McLaughlin, 2012; Zhao, 2011). Moreover, disparities in pay emerge concerning cultural backgrounds, gender, and experience levels of seafarers (Borovnik, 2004, 2006, 2011; Chin, 2008; Parlak & Yildirim, 2011; Poulsen, Sjögren & Lennerfors, 2012; Progoulaki & Roe, 2011; Visan & Georgescu, 2012).

Moreover, the prevalent unemployment rates among Filipinos significantly contribute to their inclination towards seafaring as a viable career option (Dimitrova & Blanpain, 2010). This trend extends to seafarers hailing from other emerging seafarer supply regions, where the maritime profession is perceived as economically appealing (Dimitrova & Blanpain, 2010; Parlak & Yildirim, 2011). Many individuals from these regions opt to transition from national to foreign-flagged vessels to secure higher salaries (Sencila et al., 2010). As a result, while people from underdeveloped countries may choose seafaring as a job to earn money and support their families, the tendency in affluent countries such as the United Kingdom appears to be the opposite (Ledger & Roe 1992; Rodriguez-Martos 2010:104). From a geographical standpoint, there is uncertainty about the value of a decent income in luring people to sea. Women from developing Asian countries highlighted the ability to earn relatively better salaries as a motive for working at sea, Belcher (2003) reports.

As a result, shipowners and other industry employers can utilise remuneration as a tactic to poach ship officers (Magramo et al. 2010b), particularly in places like the Philippines and other rising crew supply countries where salary is a major motivator for people entering the seafaring business. Young sailors from Scandinavian maritime countries also cited remuneration as an important factor affecting their employer choice (Zaar & Hammarstedt 2012).

3.8.2 Family tradition

Individuals hailing from maritime-centric backgrounds (Mack, 2007) often feel compelled to embark on a seafaring career (Gould, 2010; Lindgren & Nilsson, 2012), regardless of whether they come from traditional or non-traditional maritime nations. For them, seafaring transcends mere employment; it is perceived as a vocation (Bunderson & Thompson, 2009; Hunter, Dik & Banning, 2010). Barnett et al. (2006) note that newcomers from OECD countries often enter the maritime sector with the primary aim of supporting their families. Gould (2010) finds that many students who opt for a maritime career based on non-economic motives often have childhood ties to the sea, typically through fishing and sailing, especially in coastal areas where maritime activities serve as vital sources of income for numerous families (Dimitrova & Blanpain, 2010). In Greece, family connections in the shipping industry wield significant influence over students' career decisions (Barnett et al., 2006), aligning with Whiston and Keller's (2004) findings, which highlight the substantial impact of parental occupations on their children's career trajectories. However, cultural factors and parental perceptions often hinder female aspirations for seafaring careers, resulting in limited family support for women pursuing such paths (Belcher, 2003).

Couper et al. (1999) point out that those who enter the sector for financial reasons typically survive in deplorable conditions, feeling there is no way out. Most seafarers do not want to spend several years at sea (Nguyen et al., 2014). Existing mariners training for a distinct stream of the degree to plan for a future career move Cohoon (2014) found that the maritime industry has become unappealing to persons entering the labour market.

3.8.3 Maritime education

Various factors play a pivotal role in shaping students' choices regarding courses leading to careers in the maritime sector (Zaar & Hammarstedt, 2012). Existing literature suggests that students' decisions to pursue such courses are predominantly influenced by their expectations of employment conditions as seafarers (Dinwoodie, 1996, 2000; Dinwoodie & Heijveld, 1997). Guo, Liang, and Ye (2006) empirically demonstrated that students opt for navigation courses due to several factors, including the perceived high earning potential of seafaring careers, familial and peer influences (Zaar & Hammarstedt, 2012), and a genuine aspiration to join the maritime profession.

3.9 Conclusion

Staffing appears to be a crucial strategic option for gaining a competitive advantage. The human resource development process plays a critical role in strategy formulation and implementation. The employer's brand image is considered the first marketing factor determining potential employees' perceptions of the organisation, its job opportunities, and their attitudes toward it. Even though the recruiting tactics have changed, the labour market condition plays a huge part in determining the recruitment sources needed for the organisation. While recruitment methods are guided by the labour market and the company's recruitment strategy, these methods are governed by various laws that depict the key principles. Such a law is the Employment Equity Act, which employers have been slow to respond with transformation, resulting in the current Employment Equity Bill being hastened through Parliament, which will establish numerical criteria for the maritime industry to meet.

The maritime environment with regard to the industry's strengths, weaknesses, opportunities and threats in which seafarers operate calls for greater understanding. Some of these trends impact shipowners and other organisations involved in the recruitment, training, and retention of seafarers, either directly or indirectly. There appears to be a dearth of research into the elements that impact people's decision to choose a career at sea. Economic motivations are largely concerned with decent pay, and this is the most typical reason for people selecting seafaring as a career. This is debatable because not all research has found that sailors are compensated well. Research has pointed out that those who enter the sector for financial reasons typically survive in deplorable conditions, feeling there is no way out. People with a longstanding maritime tradition are persuaded to choose a seafaring career. Family connections in shipping are more likely to impact students' career choices. Due to parents' negative impressions of the job, family support for females wishing to pursue a seafaring career was found to be low. Students enrol in navigation courses because of the alleged high pay of seafarers, family and peer pressure, as well as a genuine desire to be a seafarer. The literature suggests that students' decisions to pursue courses that lead to seagoing occupations are primarily influenced by their expectations and conditions of employment.

CHAPTER 4: EMPLOYEE RETENTION

4.1 Introduction

Businesses must establish and maintain a competitive advantage. Human resources (people) are critical to an organisation's success, among other things. Most organisations acknowledge that their most valuable asset is their people. As a result, they want to keep their best employees to ensure corporate success. Organisations should develop retention strategies as a response to this difficulty. To enable organisations to develop initiatives that might address this difficulty, investigations should be conducted to uncover factors that affect employee retention. The chapter discusses the elements that have been identified in research as having an impact on talent retention in general, as well as the most prominent retention factors relevant to seafarers. This chapter further discusses the challenges female seafarers face during their employment on board.

4.2 General factors related to employee retention

4.2.1 Autonomy

"The ability to select how to accomplish one's work; having influence over one's work; and flexibility in workload decisions" are all characteristics of autonomy. Employee retention was linked to autonomy before the year 2000 (Alexander et al.,1998); (Tai et al., 1998); (Boyle., et al (1999). Following that, job autonomy was found to be a decisive factor in job satisfaction and hence retention (Ellenbecker 2004), (Hart 2005), (Tremblay et al., 2006). Autonomy has been noted as an important component in job retention (Kooker, Shoultz, and Codier, 2007); Andrews & Wan (2009). Spence, Leiter, Day, and Gilin (2009) found that work autonomy influences employees' decision to stay with the company. Ellenbecker (2004) states that job strain or a lack of control over one's job adds to job dissatisfaction, which has a detrimental impact on retention.

The favourable influence of job autonomy on employee psychological well-being can be split into two categories. On the one hand, it promotes mental health and job happiness among employees; on the other, it may reduce employee burnout and leave intentions. With a sample size of 2254, Park and Jang (2015) stratified sampling from diverse areas across the United States, encompassing practically all industries. The study found that job autonomy improves employee mental health. In a large sample survey (12,836 employees in the UK), Searcy (2012) found that job autonomy had a considerable beneficial impact on happiness and job satisfaction. Cynthia (2005) used data from the 2002 National Labor Force Change Study and performed a comprehensive sample survey of 3504 workers. Through a sense of control, job autonomy improves employee life happiness and family satisfaction. Kimmsw & Stoner (2008) evaluated 346 social workers in California and reported that job autonomy can minimise employee departure intentions while also alleviating the detrimental impact of role stress on burnout. Job happiness is influenced positively by autonomy and control over work activities. Job satisfaction was similarly linked to autonomy and retention by Spence Leiter, Day, and Gilin (2009).

4.2.2 Job satisfaction

"An employee's emotive reactions to a job based on contrasting expected outcomes with actual outcomes is how Egan et al., (2004, Pg. 5) describe job satisfaction. Employee job satisfaction is, to some extent, a reflection of how well an employee's employment expectations align with the reality of their work (Lund, 2003). Employees rate job satisfaction based on intrinsic and extrinsic factors, such as thoughts of purpose at work leading to motivation. Employee work satisfaction represents the total number of job expectations met. Employees expect their employment to deliver a mix of these characteristics, with each individual having different values for each (Egan et al., 2004). While the extent and importance of these preferences vary by employee, when the accumulation of unmet expectations reaches a crucial threshold, job satisfaction drops and the likelihood of dissatisfied employees rises, resulting in higher employee turnover. MacIntosh and Doherty's (2010) study showed that a lack of job satisfaction influenced employees in the fitness industry's intention to leave the company; additionally, the authors found that the organisational atmosphere had the strongest influence. In the study, a good and friendly work environment was a significant factor in job satisfaction. Similarly, Schwepker (2001) found a positive link between workplace professionalism and job satisfaction. Schwepker (2001) similarly identified statistically significant negative associations between turnover intention and climates that are both innovative and pleasant in his research. Silverthorne (2004) discovered that "involvement in an organisation with a bureaucratic organisational culture resulted in the lowest levels of work satisfaction and organisational commitment" compared to innovative and supportive cultures. It's clear to see how a workplace with a culture of respect, harmony, trust, pride, and production fosters job satisfaction.

4.2.3 Motivation

According to Stoner, Freeman, and Gilbert Jr (1995:442), motivation pertains to a human psychological characteristic associated with the level of dedication an individual exhibits. This includes factors influencing, driving, and sustaining human behavior in particular ways.

Robbins and Decenzo (2004:279) define motivation as the willingness to exert significant effort to accomplish organizational objectives, influenced by the ability to fulfill individual needs. Similarly, Robbins et al. (2004: 131) characterize motivation as the process that determines an individual's level of exertion, direction, and perseverance in pursuing a goal.

Motivated workers, Delgaauw and Dur (2006:2) say, work harder, which boosts productivity, and because they value the job, they may be willing to work for a lower wage. They also claim that motivation has an impact on workers' willingness to work as well as their productivity. Furthermore, they state that people will consider job happiness while selecting whether to accept or reject a compensation offer. They go on to say that a greater income at another job may not be enough to compensate for a loss of intrinsic job attributes. In an interview, Mark Shuttleworth, a South African leader, stated that money is necessary to encourage employees, but that a sense of well-being, a sense of service to society, a sense of adventure, and a sense of joy in life are more important from a motivational standpoint (Robbins et al., 2004:151). He also says he puts just as much work into non-financial aspects as he does into financial ones. Manolopoulos (2008:65) states that employees in all sorts of organisations can be motivated by extrinsic and intrinsic variables that will fulfil their ideas of success, reward, and happiness. Motivation, on the other hand, is believed to be extremely complicated due to the diversity of people and the wide range of internal and external elements that influence it (Nel et al., 200:326 & Tampoe 1993:50). Montana and Petit (2008:37) found that employee motivation is influenced by an employee's age, personal circumstances, external environment, and current stage of life and career. When asked to rank six of 25 characteristics that they regarded to be their primary motivators, researchers discovered that three generations, namely Baby Boomers, Generation X, and Generation Y, rated different factors as their primary motivators (Montana & Petit, 2008:36). Respect for personalities, excellent income, the opportunity to undertake fascinating work, and the possibility for self-development were all important motivators for all three generations. However, Baby Boomers cited a high level of employment independence as an incentive, but Generations X and Y cited the opportunity for advancement as their primary reason. Generation Y, furthermore, also brought up the topic of getting along with co-workers. Minkler (2004:882) found that moral and intrinsic motives are the essential reasons employees will stick to their commitment to work hard. Moral and intrinsic incentives were discovered to be the most important drivers of commitment intensity. This is supported by Delfgaauw and Dur (2006:2) saying people may be intrinsically driven to work for diverse reasons. Consequently, it is reasonable to assert that intrinsic motivation is determined not exclusively by individuals, jobs, or businesses, but by combinations of individuals, jobs, or businesses (Delfgaauw & Dur, 2006:2).

James (2005:549) mentions that extrinsic incentives often trump intrinsic motivation, reducing workers' efforts. He goes on to say that motivation crowding happens when explicit rewards are regarded as controlling, resulting in people being more satisfied since they are not genuinely motivated. Expected tangible rewards, owing to studies, weaken intrinsic drive (Deci, Koestner, & Ryan, 1999:628). This is supported by Kreps (1997:360) who claims that, while social psychologists recognise extrinsic incentives for workers, they can be counterproductive because they can destroy workers' intrinsic motivation, resulting in lower levels of quality-weighted effort and lower net profits for the employer. Economists are increasingly amassing evidence for the incentive crowding out effect (Frey & Jegen, 2001:589). Gneezy and Rustichini (2000:792) conducted an experiment in which some subjects were promised set wages in exchange for participating and then told to complete as many tasks as feasible. Other participants were paid a price to participate, but they were also given an "incentive" payment based on their output. The study found that higher incentive rates encouraged better effort, yet workers who were paid a set fee typically outperformed workers who were paid incentive rates.

Similarly, Ryan et al.’s (1996:10) research found that when people are intrinsically motivated, they wish to engage in activities without the need for external prodding, promises, or threats. Minkler (2004:863) agrees with Ryan et al. (1996:10) that incentives may be superfluous. On the other hand, Cameron, Banko, and Pierce (2001:2) argue that rewards for going above and beyond a norm or a minimum level of effort not only increase motivation but can also have a positive effect.

In contrast, Tampoe (1993:50) claims that it is incorrect to assume that all employees are motivated by the same factors. This is because they are likely to be at different phases in their employment and their personal lives, and these factors will influence the degree of their desire for various motivators. Tampoe (1993:51) provides an alternative classification of employees based on their personal and professional development stages, which are divided into the following categories: -

1st stage: fulfilment - these personnel will have a strong sense of job satisfaction because of achieving their desired balance of motivating and rewarding aspects.
2nd stage: transition - these employees have reached a point in their professional and personal development when they need to reposition themselves for the future.
3rd stage: development - these workers are attempting to achieve a state of balance; and
4th stage: plateaued - these employees are unlikely to seek new challenges because their current level of success and personal growth fits their motivational and rewards demands.

Various factors drive employees at various phases of their careers and personal development. As a result, progress can only be made if managers can determine what stage of their employees' careers they are in or have reached, and then adopt a management style that suits their motivating needs. Employees and supervisors are urged to have regular appraisals and career discussions with their co-workers to better understand their career stages and motivational needs (Tempoe, 1993:53). This is backed by Naris and Ukpere (2010:1079), who advocate that organisations should first determine what motivates employees to work before developing retention tactics.

4.2.4 Employee wellness programmes (EWP)

Employee wellness, defined by Swanepoel, Erasmus, van Wyk, and Schenk (2000:586) as an employee's condition of optimal social, physical, and mental health and well-being, is another element that may impact staff retention. This comprises a comprehensive strategy for caring for an organisation's employees' physical, psychological, and social well-being.

Baptiste (2007:286) states that all companies seek to be in good health. However, corporate performance suffers if its staff are not in excellent health. Low productivity due to illness, medical treatment, and production interruption due to absence and attrition are all costs associated with unhealthy employees (Jackson, et al., 2009:499). A strong organisation is essential for survival in this competitive world in which we live, work, and operate (Baptiste, 2007:291). Apart from attracting and appointing high-quality employees and implementing strategies and practices that unlock employees' potential, Swanepoel et al. (2000:585) recommend that management demonstrate that they care about their employees.

Cutting-edge organisations have embraced the concept of "health, work, and well-being caring for the future." They are now reaping the advantages, as workplace wellness is increasingly recognised as a key component determining organisational success (Baptiste, 2007:285). A more precise definition of a healthy workforce is that of Noe et al. (2004:551), which means higher production, fewer lost workdays, and lower medical expenditures due to fewer injuries and illnesses. Swanepoel et al. (2000:585) reinforce this by stating that an employee who is typically healthy would perform better than one who is not.

Baptiste (2007:287) found that Human resources must boost the value of human capital through flexibility and development, and such employee well-being is vital to an organisation's performance and survival. "If employees perceive their employers are unconcerned about their well-being, they are unlikely to devote themselves to the company's success" (Noe et al., 2004:543). Therefore, Cho et al., (2009:380) recommend that businesses look at how organisational practices affect employees to form beliefs about their contribution and well-being that are important to their employers. Organisations can successfully use human resource management methods to affect employees' perceptions of the organisation's commitment to their employees (Cho et al., 2009:380).

Employee wellness programmes should be established to demonstrate dedication to employee welfare, boost productivity, and maintain healthy organisations in this era. Employee wellness programmes aim to change work-related and non-work-related behaviours that could lead to future health concerns (Noe et al., 2004:545). This encompasses not only disease detection but also lifestyle changes such as hypertension detection and management, cessation of smoking, physical fitness and exercise, nutrition and dietary control, and job and personal stress management (Nel et al., 2001:308). The goal of wellness programmes is to help employees develop lifestyles that will allow them to reach their full physical and mental potential through health awareness, rather than to eliminate symptoms and diseases (Nel et al., 2001:308). The employee can immediately see the short-term benefits of these programmes, which include increased cardiovascular fitness, enhanced self-esteem, weight loss, and a lower risk of cancer, disease, disability, and mortality through adopting healthy lifestyle behaviours (Bonner, 1990:32). The main goals of most organisations that adopted wellness programmes were to increase staff productivity, improve employee welfare benefits and morale, and improve the company's corporate image (Wong, 1993, cited in Ho, 1997:177). Ho (1997: 181) advises that studies demonstrate that wellness programmes can reduce absenteeism in the workplace by up to 42%.

Wellness programmes be either passive or active (Noe et al., 2003:546).

Passive wellness programmes use little or no outreach to individuals and do not provide ongoing support (Noe et al., 2003:546). Examples of passive programmes include:

- Health education programmes, increase public awareness of health-related concerns and provide information on health-related topics. Health education programmes are delivered through classes, promotions such as the yearly mile run, and publications on current health topics. and
- Fitness facilities — the corporation establishes a centre with aerobic and muscle-building training machines and experienced athletic trainers on staff. Employees can utilise it whenever they want. Deery (2008: 804) concurs, recommending that organisations provide, if possible, health and wellness options such as access to a

gym or at least time to exercise to retain good employees. Swanepoel et al. (2000:595) support this view noting that fit employees are often happier and more productive, with reduced absenteeism.

Active wellness programmes are based on the belief that changing one's behaviour necessitates awareness and opportunity, assistance, and reinforcement. They include all the characteristics of passive wellness programmes and counselling services that handle one-on-one outreach and give employees custom-tailored individualised programmes. Individuals' weight, blood pressure, and lung capacity are measured in wellness centres, and their development is tracked over time (Noe et al., 2003:546).

4.2.5 Compensation

Extensive research has explored the correlation between pay and retention, yielding mixed findings among researchers. While some argue that salary satisfaction significantly influences an employee's decision to remain with a company, others posit that pay has minimal direct impact on retention. Trevor and his research team, in a 1997 study, found that increasing salary levels enhances an organisation's ability to retain employees. However, Davies, Taylor, and Savery (2001) observed that organisations, particularly those in the hospitality sector in Western Australia, do not utilise compensation and benefits policies effectively to bolster retention. In a further study done in 2001, Lambert, Lynne, and Barton came to the same conclusion. Baron, J.N., Hannan, M.T., and Burton, M.D. (2001) and Horwitz, F.M., Heng, C.T., and Quazi, H.A. (2003) identified transparency of compensation choices as a retention booster. Gardner, Van Dyne, and Pierce (2004) did not see pay as only a motivator but also a retention technique. Hytter (2007) concluded that there is a link between reward and retention. Milkovich and Newman (2004) went into greater detail. They considered monetary compensation to be the most important factor in keeping employees. Performance-related remuneration was recognised as a retention enhancer in studies by Rambur, McIntosh, Palumbo, M.V., and Reinier, K. (2005). Tremblay and his team of researchers discovered that performance-related remuneration is a retention facilitator in 2006. Extrinsic rewards (amount of compensation and other benefits) are contributors to employee retention, according to Hausknecht, Rodda, and Howard (2009). Compensation is a predictor of employee turnover, as observed by Marvel and Fernandez (2011). Their research reveals that offering competitive salaries to managers can decrease turnover rates and enhance commitment. However, Shields and Ward (2001), Gifford, Zammuto, and Goodman (2002), and Hayes et al. (2006) caution that monetary rewards alone are not significant determinants of retention. While improved compensation may have a short-term effect on retention capability, these scholars suggest that for organisations to effectively increase employee tenure, enhanced compensation should be complemented by a focus on quality of work-life, identified as a long-term factor by Shields and Ward (2001), Gifford, Zammuto, and Goodman (2002), and Hayes et al. (2006). Additionally, Ellenbecker (2004) illustrates that wage rates, particularly among nurses, have only a minimal impact on retention.

4.2.6 Work-life balance

Work-life balance is a broad concept that entails establishing appropriate priorities between "work" (career and ambition) and "life" (pleasure, leisure, family, and spiritual growth) (Clutterbuck, 2003). While monetary incentives can contribute to employee retention, a comfortable work environment and flexible hours are also significant motivators, as noted by Wildes (cited in Moncarz et al., 2009:439). Hytter (2007:73) observed that achieving a better work-life balance has become increasingly crucial for many employees, and some employers have successfully improved retention rates by implementing more flexible working hours and other family-friendly policies.

Employees highly value flexible work schedules enabling them to effectively manage their personal and professional commitments. The extent to which individuals are willing to make sacrifices in other areas of life determines the equilibrium between personal and professional spheres. According to Loan-Clarke, Arnold, Coombs, Hartley, and Bosley (2010), job retention rates are higher when a position allows employees to fulfill their family responsibilities. Some individuals prioritize their careers over other life domains, a phenomenon referred to as "downshifting." The significance of maintaining a "healthy balance" was underscored by Kyndt, Dochy, Michielsen, and Moeyaert (2009). Concerning the correlation between retention and work-life balance, Lener, Roehrs, and Piccone (2006) argue that fostering a "harmonious" equilibrium is essential for promoting retention. Osman (2013) found that providing emotional support to employees through initiatives promoting work-life balance reduces their inclination to resign. Additionally, Mita, Aarti, and Ravneeta (2014) identified a positive association between employee retention and work-life balance.

The importance and potential usefulness of this component of human resource management is said to be fully understood by organisations. Swanepoel et al. (2000:595) found that friction between family and work life, as well as various management or leadership, is connected to increased health risks for parents, low morale, depression, lower job performance, and lower productivity.

4.2.7 Management / Leadership

Various studies have found that how people are handled, and leadership style directly impact an organisation's capacity to retain its staff. Eisenberger, Fasolo, and Davis-LaMastro (1990), argue that how employees perceive an organisation highly depends on their connection with their boss. McNeese-Smith (1995) established that a hospital manager's attitude influences staff commitment to the organisation. Kaye and Jordan-Evans (2002) found that a manager's ability to be "a good boss" benefits employee retention. Duffield and O'Brien-Pallas (2003) were more explicit in their analysis of the relationship between leadership and employee retention, identifying participative leadership as a contributing component. Kroon and Freese (2013) also believe that participative leadership style has a substantial effect on staff retention. Andrews and Wan (2009) were less explicit regarding the type of leadership that has a beneficial impact on an organisation's ability to retain people. They did, however, point out that management significantly impacts staff retention and that there is a direct link between employee retention and manager behaviour.

Management's influence on employee retention can be viewed through two lenses: leadership style and managerial support. Involving employees in decision-making processes fosters a sense of belonging and loyalty to the organization, thereby enhancing retention rates, as noted by Noah (2008). Eisenberger, Stinglhamber, Vandenberghe, Sucharski, and Rhoades (2002), along with Paillé (2013), emphasize the significance of managerial support, which outweighs organizational support. Ellett, Ellis, Westbrook, and Dews (2007) underscore the positive impact of supportive supervision and leadership that values employees on retention. Joo (2010) highlights the role of helpful supervision in bolstering retention efforts. Tymon, Stumpf, and Smith (2011) and Mignonac and Richebé (2013) identify employee retention as a critical concern. Furthermore, research by Naqvi & Bashir (2015), Horwitz et al. (2003), Pitts et al. (2011), and Karatepe (2013) corroborates the association between perceived managerial support and retention.

4.2.8 Relationship and social support

A relationship is how people, groups, or countries treat or engage with one another (Wehmeier et al., 2005:1229). The degree of satisfaction with colleagues or fellow employees is referred to as social support. Coworker relationships appear to be a determining element in employee retention. Alexander and his research team (1998) and Tai, Bame, and Robinson (1998) found support from coworkers as a contributing component of retention. Wells and Thelen (2002) found a link between solid human resource procedures and the capacity to recruit and retain employees. Per Miller, Erickson, and Yust (2001), commitment can be obtained via strengthening feelings of belonging. Jasper (2007) views the manager-employee relationship as the second most common reason for job termination. Pitts, D., Marvel, J. and Fernandez, S's (2011) research recognised happiness with colleagues or fellow employees as a retention factor. Ramlall (2003) notes that discovering and catering to employees' specific requirements creates a positive work environment that enhances commitment.

Supervisors and coworkers are two crucial people who can influence job satisfaction (Noe et al., 2003:438). Cunningham (n.d:14) believes that having a strong relationship with one's supervisor is one of the most important factors for lasting in a job. Cunningham continues, "Just as having a good relationship with one's supervisor is critical for remaining with a job, having a good relationship with one's coworkers is equally important."

4.2.9 Work environment

Employee retention appears to be influenced by a pleasant work environment. Spence, Leiter, Day, and Gilin (2009) gathered evidence to support the idea that a pleasant work atmosphere helps retain employees. A conducive workplace is characterised by flexibility and enjoyable working conditions, along with the availability of adequate resources. Alexander, Lichtenstein, Oh, and Ullman (1998) and Wood et al. (2013) both identified resource availability as a crucial determinant of retention in their respective studies. Similarly, Ellett, Ellis, Westbrook, and Dews (2007), followed by Loan-Clarke et al. (2010), emphasized the significance of flexibility, particularly in retaining healthcare workers. To effectively foster retention, workplaces must prioritize enjoyment and create a pleasurable working atmosphere, as underscored by Moncarz et al. (2009). Flexibility, a pleasant workplace, and the availability of resources appear to contribute to a conducive working environment, which will drive any person to improve their skills and competence to ensure optimal contribution to the organisation.

4.2.10 Training and development

Training is defined by Noe et al. (2003:251) as a company-sponsored effort to assist employees in obtaining job-related skills. Employees must be able to adapt the knowledge, skills, and behaviours emphasised in training to their daily tasks. On the other side, development refers to formal education, job experiences, relationships, and personality and ability assessments that assist employees in preparing for the future (Noe et al., 2003:377). Well-led organisations demonstrate that they are putting more effort into improving the marketability of their key talent while they are still on the job through coaching, projects, and stretch opportunities, and are more likely to keep key talent for longer than those who do not understand the opportunity cost in talented people (Glen, 2007:5). While a high income and benefits package is important, as noted by Walsh and Taylor (2007), and cited in Moncarz et al. (2009:440), whether employees stay with the company is primarily decided by how well their employer responds to their professional development. Employee turnover rates are lower in firms when employees have the necessary training to take on increased tasks, reports Moncarz et al. (2009:441). In addition, some studies have discovered a correlation between training and employee productivity and retention (Moncarz et al., 2009:441).

Curtis and Wright (2001:61) suggest that job unhappiness is likely a key driver of turnover. Job satisfaction is regarded as a less important indicator of motivation than how one manages career progression. A company's career development strategy should be linked with employees' needs to improve employee retention (Mak & Sockel, 2001, cited in Hytter, 2007:69).

Professional growth is not the most crucial factor in employee retention. Hiltrop (1999) found a link between perceived career success and an organisation's capacity to retain people. Personal and professional development is a deciding element in employee retention, and opportunities for advancement improve employee commitment to stay. Rolfe (2005) discovered a direct link between job resignation and career development concerns. Arnold (2005) and Herman (2005) examined the connection between development opportunities and employee retention. Promotion and opportunities for growth were also identified by Prince (2005) as essential factors in determining whether employees leave or stay in an organisation. He also identified influential factors related to career growth opportunities, including advancement plans, internal promotion, and accurate career previews. Where further learning is not promoted, retention is high. Daniels and his research colleagues asserted that promotion positively influences retention. Employee retention is strong in firms when sufficient training is provided. Pitts and his research team related perceived career success and retention, as did Tymon and his co-researcher. On the other hand, developmental possibilities were revealed by Cardy and Lengnick-Hall (2011) and Kroon and Freese (2013) to boost an employee's commitment to stay in an organisation.

4.3 Unique factors relating to seafarer retention

4.3.1 Introduction

Companies have been under pressure to maintain their competitive edge through professional and skilled staff because of continuous globalisation and the rate of technological advancement (Kyndt, et al., 2009). High pay and competitive remuneration packages are commonly employed to retain employees (Gould, 2010; Lindgren & Nilsson, 2012; Fei, 2018).

On the other hand, high earnings do not guarantee that workers will stay on the job forever if their other demands are not met. Naidoo, et al., (2019) state that if the psychological contract's impact on employee retention is better understood, the business may be able to better match employees' expectations, averting the departure of these personnel. Lo and Aryee (2003:3) define the psychological contract as "an employee's understanding of the terms and conditions of a mutual exchange agreement between themselves and their organization". Caesar (2016) believes that employers and employees have differing perspectives on the psychological contract's terms and conditions, which leads to adverse outcomes such as work stress, poor performance, rage, and a lack of morality and loyalty. This section reviews the existing literature on factors that affect the retention of seafarers. These elements were discovered to be the key contributing factors to talent attraction within the marine industry and are covered in greater depth below.

4.3.2 Poor HR practices of employers

Poor human resource practices may be one of the reasons for the difficulties in keeping ship officers. Employers in the shipping business, for example, tend to categorise their personnel based on their geographic origin or ethnic background, which greatly impacts staff promotion onboard ships, with some nationalities dominating others (Lane, 2002, Wu, 2004). Thus, for some nationalities, the lack of prospects to move up the hierarchical ladder on board to become a senior officer causes them to either return to land or remain at sea but be dissatisfied; nonetheless, the former is more common. Career progression is a vital tool for retaining employees, according to Herzberg's employee motivation model (Herzberg et al, 1993), and sailors are no exception (Lindgren & Nilsson, 2012) in that a lack of development chances onboard leads them to seek land-based employment. Other relevant factors that seafarers have highlighted as grounds for their departure include ill-treatment of seafarers through unfair contracts, desertion by shipowners, and salary arrears (Couper, 2000), insufficient shore leave, inability to contact families while at sea, highly pressurised working conditions, and the additional workload onboard. These insufficient human resource procedures demotivate seafarers, contributing to decreased or lost job satisfaction (Forsyth, 1990, Kronberg, 2011). These factors could be directly linked to the generational issues experienced by most seafarers.

4.3.3 Generational issues

The age gap is another important factor that influences the progressive migration of ship officers to landside occupations and helps to explain why retaining seafarers is challenging. There are differences in expectations between younger and older generations in the maritime industry (Cahoon & Haugstetter, 2008). Many ancient seafarers reported that they were drawn to the sea by a desire for adventure after hearing stories from their forefathers about other destinations (Mack, 2007). Seafaring has lost its attraction as an exciting profession due to the proliferation of onboard skeletal ship workers, cheaper transportation sources, and greater workload (Dimitrova & Blanpain, 2010). The element of adventure has become a subjective phenomenon that shipowners can no longer rely on to keep crews motivated (Horck, 2010). The era when seafaring was considered a career for life has passed; therefore, seafaring requires a deeper understanding of its uniqueness. The expectations of today's ship officers differ from those of their forebears, demanding a thorough assessment and resolution of these differences by industry employers to avoid early land exits.

4.3.4 Seafaring as a unique profession

Working in the shipping industry is unique, which is one of the main reasons why it is difficult to keep sailors onboard ships (Thomas et al, 2003, De Silva et al, 2011). All seafarers have identical reasons for returning to shore (Barnett et al, 2006), with the most prevalent cause being separation from a partner or family (Rochdale, 1970, Barnett et al, 2006). Many sailors with families are unsatisfied with their maritime employment, which impacts their choice to shorten their time at sea (Forsyth, 1990). Iversen (2011) claims that separation causes loneliness among sailors, which, when paired with fatigue and stress (Parker et al, 1997), causes mental depression, which is a significant cause of suicide among seafarers. Early studies indicate that separation creates disturbance in family and marital life (Hill, 1972, Moreby, 1975, Forsyth & Gramling, 1990). This is a source of high attrition among sailors (Oldenburg et al, 2009, Haka et al, 2011). Mariners and their companions are traumatised by separation, which results in the loss of a critical psychogenic protective aspect onboard (Oldenburg & Jensen, 2012). Not only does separation harm the partner at sea, but it also affects the partner at home (Thomas et al, 2003). The impact of seafarers being separated from their families, Jeewska and Iversen (2012) highlight is multidimensional, and the severity of the impact is influenced by a range of factors, for example, spouses, children, working conditions, and contact with family. The unique nature of marine occupations makes it challenging to keep individuals working at sea (Moreby, 1975, Oldenburg et al, 2009, Haka et al, 2011). Excessive workloads, difficult paperwork, and lower staff numbers produce stress and exhaustion, which are other features of the industry's uniqueness. Zaar and Hammarstedt's (2012) study found that stress and fatigue have a part in the issue of retaining young sailors as these have a direct impact on the health and safety onboard.

4.3.5 Workplace health and safety issues onboard ships

Another important aspect of seafarers' working lives is workplace health and safety, and various issues in this area may influence their decision to work on land. The health of seafarers has long been a subject of worry, and working on a ship has remained one of the most dangerous jobs available (Sampson & Thomas, 2003, Jaremin et al., 2006). Seafaring is regarded as one of the most dangerous professions in the world (Oldenburg & Jensen, 2012), with unsatisfactory working conditions (Bauer, 2008), notably aboard Flag of Convenience (FOC) ships, where inadequate remuneration is one of the many kinds of seafarer rights abuse (Bloor et al, 2000, MarineInsight, 2011). Seafaring has long been associated with significant risks due to shore and onboard exposure (Bloor et al., 2000). Sailors are exposed to noise and vibrations caused by vessel engine rooms and noise generated by direct and indirect onboard operations (Oldenburg & Jensen, 2012). Sailors' onboard rest intervals are disrupted, and weariness is exacerbated, both of which have health repercussions (Kaerlev et al., 2008). A thorough understanding of the sources of health hazards among seafarers is essential if shipping industry employers are to adequately address health-related difficulties that departed seafarers may cite as their reasons for shifting from sea to shore. Tight and prolonged work hours have been a common feature of modern ship operations, resulting in erratic sleep habits among seafarers (Suppiah, 2009b). Subsequently (Spurgeon & Harrington, 2001), the circadian cycle is interrupted, which may have health implications for seafarers or increase the likelihood of accidents and injuries on board (Wadsworth et al, 2008). The shipboard shift work schedule causes a physiological conflict between sleeping and being alert (Miller & Nguyen, 2003). It suggests that when seamen work at night, their biological clocks may be encouraging them to sleep. All the aforementioned circumstances may generate concern among serving sailors and influence their choice to pursue land-based work.

4.3.6 Increased demand from landside

It's difficult to maintain ship officers at sea given the rising demand for their operational abilities among land-based companies. Ship officers hold a range of shore-based positions as they go from the offshore to the onshore sector of the maritime industry (Barnett et al, 2006). The relatively high pay rates granted to ship officers and other types of seafarers contribute to the growing demand for their expertise among land-based businesses. Wild's (2012) study points out that oil companies, for example, routinely offer high salaries to encourage individuals with nautical experience to work onshore. This expands the pool of officers operating onboard ocean-going ships, which is already competitive. Although pay rates have given rise to the demand for land-based jobs, however, heightened industry regulations have called for the same.

4.3.7 Industry regulations versus seafarer welfare

The marine culture is not complete without regulations (Couper, 2012). Shantanu noticed over a decade ago that there had recently been an unprecedented rush of laws and conventions in the marine industy. Although rules have benefits (Graham, 2009; Suppiah, 2009b), their increasing presence in the maritime sector has a detrimental influence on seafarer well-being (Mukherjee & Mustafar, 2005) and, as a result, their retention onboard ships. Maritime security regulations, for example, have been found to induce isolation among seafarers (Graham, 2009). Especially at US ports, security precautions imposed after 9/11 made it impossible for sailors to take shore leave (Kahveci, 2007). Several of the rules may eventually constitute a barrier to marine jobs due to their harmful impact on crew welfare (Mack, 2007). Increased movement of seafarers to land-based occupations might indicate deteriorating welfare conditions onboard, necessitating more investigation. Increased regulations have resulted in more administrative work on board (Suppiah, 2009a) for ship officers who must conform to a multitude of international maritime agreements. Increased workload causes tiredness and the fear of being fined if regulations are disobeyed inadvertently, demotivating ship officers and eventually leading to their resignation (Bhattacharya, 2009, Knudsen, 2009, Haka et al, 2011). Furthermore, Cremers (2010) notes that too much paperwork may harm the retention of young sailors to whom ship captains delegate clerical chores. As much as these regulations were implemented as precautionary measures they have unintended consequences of criminalisation of seafarers.

4.3.8 Criminalisation of seafarers

Criminalisation is one of the most serious problems facing seafarers today. When there has been a maritime accident, or a pollution infringement, seafarers have often been detained and denied access to normal rules of fair play and justice to defend themselves against criminal charges. International shipping circles are concerned about seafarers' criminalisation since it has a detrimental impact on ship officer recruitment and retention. Kirby noticed many seafarers have been unlawfully detained. Mitroussi (2008) advises that criminalising unintentional marine pollution exposes sailors to public scrutiny and inhibits the transfer of essential information about accidents to prevent them. Furthermore, studies show that criminalising seafarers negatively affects their reputation and safety (Dekker, 2003, 2011). Couper (2012) cautions, however, that seafarers who are ignored by their employers during periods of marine pollution are vulnerable to the media and the public. In literature, several examples of ship officers being neglected and subsequently imprisoned have been reported (see Gold, 2004, ISF, 2010). Given relevant literature (Gold, 2004, ISF, 2010, Seafarer, 2011), shipmasters were jailed and imprisoned for an average of 7.5 months before being released in all the ten severe marine pollution incidents documented between 1989 and 2012 in the global shipping sector. Others received 18-month sentences, while the Costa Concordia received a 34-month penalty (ABC, 2013). In some instances, the sailors' licenses were suspended and not freed. In other cases, the entire crew has been disregarded and imprisoned. Increased crewing expenses (due to criminal penalties and insurance) associated with sailors' criminality may explain employer irresponsibility (Mitroussi, 2008, Martin, 2011). Furthermore, because manning firms are frequently involved in the recruiting process, there may be a lack of genuine connection between shipowners and seafarers, leading to shipping companies' negligence when sailors are detained. The prosecution of ship commanders might harm attempts to retain seafarers. As researched by Peachey (2007), criminalisation generates a dread and caution attitude among lower-ranking seafarers, which negatively affects retention. As criminalisation harms the morale of all types of seafarers (cadets, junior, and senior officers) as well as their current serving time and promotional training, it might be a critical factor in selecting whether to stay onboard or seek employment on land (Joshi, 2005, Mitroussi, 2008, Kirby, 2012).

4.3.9 Serving time and challenges of cadets

STCW-95 and the 2010 Manila Amendments report that seafarers' training and skill transfer are insufficient until they complete 12/6 months of mandatory aboard training (Yabuki, 2011; Bonnin et al., 2004). On the other hand, the onboard part of seafarer training is not without its challenges, which have a detrimental influence on attempts to enhance retention at sea. Gould (2010:280) portrays the experiences of cadet officers onboard ships as "physical confinement, restricted food, away from home, and unsupportive attitudes and resentment from mentors onboard." These occurrences contribute considerably to cadet attrition (Gekara, 2008, 2009) since they directly oppose their expectations, resulting in a breach of the psychological contract (Caesar et al., 2013). Furthermore, some cadets find working and lifestyle circumstances at sea unpleasant, forcing them to leave training programmes early (Gekara, 2010). Cadets' challenges in gaining onboard training in certain areas begin with their difficulty in finding shipowners or crewing brokers prepared to accept them. Zhao and Amante (2005) emphasise that first-time cadets in the Philippines might spend up to 13 months searching for their first ship job.

Zhao and Amante (2005) further note that cadets and redundant seafarers in the Philippines and China are subjected to a considerable degree of abuse and exploitation by crewing firms, particularly at Rizal Park in Manila, to gain onboard positions. Research from Turkey indicates that many aspiring seafarers are abused by enormously strong crewing organisations (called simsars) when hunting for places onboard ships (Parlak and Yildirim, 2011). As a result, people (cadets and other seafarers) are having difficulty obtaining posts onboard ships, and if they do, they face various obstacles. As technology is ever evolving, once cadets have completed their necessary training and obtained their qualifications, the chances of being placed on board a vessel are very slim as ship technology may not require physical manual labour. These considerations might influence sailors' decisions to abandon their career choices.

4.3.10 Shipboard technology and reduced crew size

As the shipping industry demonstrates, technology has contributed to the progress of civilization (Winchester, 2005). For economic reasons, many shipowners are reducing the amount of their crew on board (see, for example, Marlow & Mitroussi, 2012, McLaughlin, 2012, Silos et al, 2012), and shipboard technology is playing a bigger part in this (Bloor et al, 2000, Grey, 2003). Oldenburg and Jensen's (2012) research notes that the number of crew members on board container ships has decreased from 30 to 24, with some owners only being prevented from reducing their workforce to 14 by maintenance tasks rather than regulations. Couper (2000) claims that employing technology to reduce the size of a ship's crew leads to low morale among sailors. Rendering to a more credible argument, increased onboard automation (especially in the engine room and on the bridge) has resulted in a relatively dull work schedule for sailors (Cahoon & Haugstetter, 2008). Monotony fosters boredom, which results in a loss of job satisfaction for sailors (Branch, 2007). Although shipboard technology is envisaged with a reduced crew, shipping companies are constantly faced with the risk of piracy, causing seafarers to exit.

4.3.11 The scourge of piracy

Piracy is only one of the problems that the maritime industry must deal with. Sailors, their families, and the worldwide marine community are all worried about this delicate subject (Mitropoulos, 2011). In addition, Jeewska and Iversen (2012) found that piracy is also a significant cause of health risks for sailors. Koh (2012) believes that piracy hinders current seamen from finishing their professions. As a result, piracy may be one of the factors that predict high seafarer ship-to-shore mobility.

4.4 Female challenges at sea

Due to a shortage of female officers in the Merchant Marine, a push to recruit women seafarers has been rising since the late 1990s (Belcher, et al., 2003). Existing data on female trainee recruitment might be used to show women's participation in the marine sector is considered inconclusive (ECSA, 2010). As per the International Maritime Authority, women sailors are an underutilised resource. If views about recruiting women as seafarers alter, this might exacerbate the problem of workforce shortages (Tansey, 2010). Women seafarers are found on all types of ships, although the majority work on cruise ships and cargo ships. Due to systemic changes in the cruise business and the difficulties of finding skilled male seafarers, cruise lines began to increase chances for women seafarers, particularly in the hotel and other non-technical parts of the ship, beginning in the 1990s. Female seafarers make up around 20% of all on cruise ships, accounting for just 6% of all female seafarers on cargo ships (Zhao, 2002; Blecher et al., 2003). The low proportion of female seafarers compared to males demonstrates that getting into the maritime business, mainly as a ship officer, is difficult. The difficulty of getting a job aboard a ship varies per country (Theotokas & Tsalichi, 2013); however, there are obstacles to overcome. Female cadets/seafarers are commonly described as having trouble applying for positions or being discriminated against during the screening process because of their gender. This section discusses the current challenges faced by females during their employment onboard a vessel.

4.4.1 Recruitment agencies

Men and women who work on cargo ships, passenger ships, and cruise ships commonly employ recruiting agencies in their native countries, especially in developing countries. They are sometimes attracted to jobs by the beauty and elegance of cruise liners if they live in a coastal city; they are often attracted to jobs by remuneration in the US or European currencies that view these currencies as valuable when converted into the local currencies of India, Asia, Eastern Europe, Central America, and Africa. The employment agent is an essential player in a seafarer's life; this person is often the one who 'forwards money to the worker’s family' if they are engaged on board a ship. Using an agent is costly, and many people are in debt before they even start working on a ship. A ship's chef submitted $2000 US funds to a Bombay agency, which paid for his travel to the indicated place. That sum was almost a third of the $7000 he would receive over the remainder of his 10-month contract with the ship (Klein, 2002). Vulnerable women and men worldwide are misled into paying large sums of money before being allowed to work on ships. They pay a fee to shipping brokers to secure jobs on board the world's most opulent cruise ships because the promise of earning US dollars encourages them. A Romanian agency "charges $500 for an interview and an extra $1,000 to finalize employment," (Klein, 2002). Klein says prospective shipboard employees paid $57 to receive and deliver their résumé to potential employers. International labour standards indicate that cruise companies are obligated to cover the overhead costs, not potential workers. These are usually overlooked, and sailors bear these costs to preserve their employment (Klein, 2002), which makes female seafarers unwilling to leave their occupations, even when they face significant gender bias, are having trouble adjusting, or are experiencing homesickness. As a result of their financial commitments to their families and the burden of their work-related debt owed to the marine agents, their stress levels have increased.

4.4.2 Gender discrimination

In research conducted by Gou and Liang (2012), shipping managers in Taiwan view the employment of female seafarers as more trouble than it is worth, with many expecting unfavourable sexual connections between female and male co-workers.

Research of 163 Greek ship officers (Theotokas & Tsalichi 2013) identified an intriguing paradox: while most male officers refuse to accept a female superior, many officers who have worked with female superiors have had positive work experiences. Studies (Theotokas & Tsalichi, 2013; Dragomir et al., 2018; Dragomir & Surugiu, 2018; Westerberg, 2018) have proved that today's technologically sophisticated labour practices no longer demand physical strength, and hence the stereotype of unfit women is outmoded (Popescu & Varsami, 2010). Given the scientific literature on women at sea, gender discrimination continues to be a barrier to women's recruitment and progress in the maritime sector (Jo, 2010; Mitroussi & Notteboom, 2015; Dragomir et Al., 2018). Dragomir et al., (2018) introduce a different view that shipping businesses are hesitant to recruit women because they are perceived as a financial burden or because the ships lack amenities such as bathrooms, cabins, or work attire acceptable for a gender-mixed crew. Women are not permitted to pursue a marine education in Saudi Arabia and are only permitted to do so partly in Vietnam. However, cadetship programmes for women are regularly prohibited in China, Taiwan, Korea, and Japan. Maritime education and training (MET) institutes in Australia, India, the Philippines, Ghana, Canada, the United States, and most European nations routinely encourage and help women (IAMU, 2017). International pledges demonstrate a renewed commitment to improving gender balance at sea, and firms are looking into the benefits of gender-diverse crews. A relationship was established between Maersk's image, female employees, and investor value, encouraging the Danish corporation to invest in and develop a female crew (Turnbull, 2013). However, the benefits of having women on board are not limited to the company's image. Bryngelson et al., (2011); which is supported by Dragomir and Surugiu, (2013); Kitada, (2013); and Dragomir et al., (2018), note that the percentage of women on board is positively associated with crew well-being, productivity, and reduced stress.

4.4.3 Seafarer training

There are presently no South African-flagged commercial ships registered in the country. The high fees of registering in South Africa are the reason for this. By registering their ships in other countries and travelling under flags of convenience, owners pay fewer taxes and save money. The paucity of vessels registered in South Africa has substantially influenced training prospects for South Africans, particularly women and underprivileged black people (Raggunan 288). Despite outstanding efforts to promote gender and racial representation in the South African marine sector, practical training is lacking. As previously noted, current laws require all seafarers to undergo a twelve-month term of training onboard ships. The shipowners oversee seafarer training since South Africa lacks the ships to provide this specialised and essential training. Shipowners' primary aim is profit, and labour expenses are typically the first to be cut; therefore, obtaining the cheapest available labour is part of the company's cost-cutting strategy. Any attempt to reduce labour costs while boosting profit would be hampered since the current cost of offering practical training is expected to be Rs. 50 000. As a result, shipowners prefer to recruit personnel from countries whose labour laws are more "loose." They also prefer to engage experienced sailors from India, China, and Asia who have already finished their training and hence have less expensive practical experience. Despite these challenges, South Africa continues to play an important role in the maritime sector through the development of its ports and harbours, as well as the efforts of both ranking and rated maritime specialists.

The fact that rating professionals are favoured for work worldwide poses several questions. Unfairness and prejudice against these groups are maintained since evidence suggests that historically disadvantaged race groups and women are more likely to be employed in these occupations and people who work in these jobs are more likely to be exploited. Despite the low frequency of ships registered in the country, South Africa continues to make a substantial contribution to the globalisation process regarding the number of young men and women seeking maritime professions in an international environment. However, the seemingly intractable contradiction between South Africa's high operating costs and shipowners' need to reduce labour costs contributes to the ongoing scarcity of training facilities for young seafarers. If this is the dominating dynamic that characterises the current climate, true racial and gender change and representation in the SA maritime profession will remain an unattainable goal.

There are around 90 globally recognised Maritime Education Training Institutes (METs) in over 60 countries (Popescu & Varsami 2010), which are either privately or publicly operated (Bloor & Sampson 2009). These METs are generally a minor component of the overall educational framework in their respective countries, hence funding allocations are often minimal (Veenstra 2002). In countries like China and the Philippines, where the majority of Mets are either directly or indirectly controlled by the government, funding issues are a barrier (Zhao & Amante 2005). Governments may increase interest in the maritime profession among young people, in Zaar and Hammarstedt's (2012) view, by boosting financing for METs. The poor status of MET facilities has emerged among pertinent research on seafarers (see, for example, Couper et al. 1999), which implies that the much-discussed lack of ship officers has much to do with the quality of training and resources (BIMCO/ISF 2010; Lewarn 2012; Li & Wonham 1999a).

4.4.4 Pregnancy at sea

Women's rights at sea are governed by many statutes. The laws of their birth nation control them if and while they are travelling onboard a ship from their native country (Finke, 2012). Alternatively, in particular cases, this may be in addition to their employer's rights. Individuals who are union members are covered by the collective bargaining agreements of their union (Finke, 2012). If a female seafarer works on a ship that is not registered in her home country, known as a 'Flag of Convenience vessel,' she has rights under that country's flag, which may or may not include maternity rights (ITF, 2012g). The International Transport Workers' Federation (ITF) guarantees essential and minimum rights to both men and women sailors (ITF, 2012g). As per ITF-authorised agreements for commercial vessels, pregnant sailors must be repatriated at the employer's expense and compensated with two months' full salary (ITF, 2012g). These fundamental rights are based on a new set of principles and qualifiers introduced in the 1990s, which include the timing of repatriation, which may vary depending on where you work and your stage of pregnancy, where the ship is trading coastally, or if there is a doctor on board. It is generally safer for pregnant women to work later into a pregnancy – in the United Kingdom, she can work until the 28th week (ITF, 2012g). However, if she worked on deep-sea vessels or a high-speed seacraft, the hazards would have to be carefully evaluated (ITF, 2012g). Current practices, such as requiring women to undergo pregnancy tests before being hired, violate International Labour Organisation (ILO) Convention 183. (ITF, 2012g).

No. 4 Female Seafarer (12 September 2012, interview): "I was six months pregnant when I signed my first contract." I was terrified that I might lose my job. I didn't tell anyone about my situation. It was a really trying period for me. On board the ship, a female captain assumed I was pregnant. Because I had only worked for the employer for six months, I did not receive any benefits. I returned to the ship for another six months and six weeks after my baby was born. I have worked for the firm for eight years and work nine months out of the year. I stayed at home for three months.

Few female seafarers are aware of their maternity rights; if they are, they are not adequately informed, as in the case of Female Seafarer No. 4. Belcher says women must undergo pregnancy tests before joining crew ships (2003: 60). When maritime industries refuse to inform women about their basic rights, they are deemed human rights breaches. Relating to the ITF resource book for trade union negotiators, human rights abuses against pregnant women are frequent in the transportation sector. Study shows that 16% of women do not have the right to paid maternity leave, 30% do not have the right to guaranteed job transfers without loss of pay, and 14% have undergone restrictions after returning from maternity leave (Finke, 2012). Every ship has a medical officer on board. Women have complained that their schedules do not always coincide with the availability of the medical officer, making it difficult to obtain medical assistance (Belcher, 2003:60). When a seafarer needs medical help or advice while on duty, their supervisor must sign a paper detailing the reason for the visit. This can concern a female seafarer who wishes to keep her reasons for seeking medical care confidential (Belcher, 2003: 59). Female sailors have reported similar insensitivity and practical issues in acquiring and disposing of female sanitary goods, which can contribute to stress (Belcher, 2003:62).

4.4.5 Flags of convenience

One of the main difficulties facing seafarers in general, but particularly women in low-paying jobs, is employment aboard vessels flying Flags of Convenience (FOC). A FOC vessel is a ship that flies the flag of a country other than the country of ownership (ITFglobal.org, 2012a). By registering as a FOC vessel, owners of FOC ships can avoid lengthy bureaucratic processes and severe financial liability and duty in their native countries (Sharda, 2012). Because the FOC states' labour laws are often flexible, and these nations have high levels of unemployment, this avoidance can lead to serious human rights violations and human labour abuse (Sharda, 2012). Shipowners can avoid minimum wage regulations set by the maritime industry in their "home state" by circumventing labour laws (Smita, 2011). Vulnerable job seekers are exploited; if these weaknesses exist, they will continue to be mistreated. Working on FOC ships is one of the lowest-paying and least-protected careers for women at sea (George, 2011). Women are the majority on Flags of Convenience (FOC) boats (Couper et al., 1999:21). Due to low pay and easy access to employment on FOC-registered boats, women seeking employment are younger and have fewer officers than their male crew counterparts (ITFSeafarers, 2010). They are thus extremely susceptible and exploitable. These FOC vessels pose a problem for female sailors looking for work on ships that pay a decent wage (ITFglobal.org, 2012b). These ships significantly influence sailors' quality of life at sea and on land; they are typically exposed to bad living conditions on board, low pay, and job insecurity (ITFglobal.org, 2012b). On board these vessels, working hours are longer, the crew is smaller, and personnel employed on board are forced to work at the port to take over the work of port workers (ITFglobal.org, 2012b), resulting in tension between seafarers and port workers, as well as the possibility of port workers losing their jobs (ITFglobal. org, 2012b). When this happens, women port employees are generally the first to lose their employment (Thomas, 2004).

4.4.6 Trade unions

Thanks to the work of trade unions, women seafarers have been protected, recruited, and remained on board ships at sea (ITFSeafarers, 2012f). Following the gradual decline of global oppression, workplace gender discrimination, and other kinds of discrimination, numerous forms of prejudice are increasingly being confronted. Women are beginning to work in sectors previously only available to males (Anon, 2003). Trade unions play an essential role in permitting women to enter the maritime industry and ensuring that their rights as unionised seafarers are protected (ITFSeafarers, 2012f).

The International Transport Workers' Federation (ITF) has represented around 600,000 seafarers since 1896 (ITFglobal.org, 2012d). The International Maritime Organization (IMO) is a worldwide organisation whose mission is to improve conditions for seafarers of all ethnicities (ITFglobal.org, 2012d). The International Transport Workers' Federation continues to push for adequate marine legislation that safeguards all seafarers' interests and rights (ITFglobal.org, 2012d). Nautilus International and its affiliate unions provide excellent protection for female seafarers (Nautilus, 2012d). It advocates for gender equality and acknowledges that men and women face different pressures when working on ships. The Victoria Drummond Award was designed to encourage women to seek jobs in the marine sector. Every four years, this prize is granted to a female seafarer who has excelled in various disciplines of the maritime industry (Nautilus, 2009e:62).

4.5 Conclusion

Businesses must establish and maintain a competitive advantage. Human resources (people) are critical to an organisation's success, among other things. This is evident in most organisations, as they have realised that their most valuable asset is their people, and as a result, they want to keep their best employees to ensure corporate success. Autonomy has been noted as an essential component in job retention as it promotes mental health and job happiness and reduces employee burnout among employees. Respect for personalities, excellent income, the opportunity to undertake fascinating work, and the possibility for self-development were all important motivators for all three generations. Employee wellness is another element that may impact staff retention. This comprises a comprehensive strategy for caring for an organisation's employees' physical, psychological, and social well-being. A strong organisation is essential for survival in this competitive world in which we live, work, and operate. Work-life balance is a broad concept that entails establishing appropriate priorities between "work" (career and ambition) and "life" (pleasure, leisure, family, and spiritual growth). Employees, nowadays, are yearning for flexible work schedules that allow them to balance their home and professional lives. The importance and potential usefulness of this component of human resource management is said to be fully understood by organisations. Leadership and social support notably have a direct impact on an organisation's capacity to retain its staff. Supervisors and coworkers are two crucial people who can influence job satisfaction through social support or appropriate leadership. Training employees to take on increased tasks is also considered a factor in reducing employee turnover rates. Hence a company's career development strategy should be linked with the needs of employees. Differences in expectations between younger and older generations in the maritime industry are evident, resulting in the element of adventure becoming a subjective phenomenon that shipowners can no longer rely on to keep crews motivated, which sees many sailors with families unsatisfied with their maritime employment impacting their decision to shorten their time at sea. Seafaring has been associated with significant risks due to shore and onboard exposure, such as disrupted onboard rest intervals and exacerbated weariness, both of which have health repercussions. Heightened security precautions imposed after 9/11 made it impossible for sailors to take shore leave. Several rules may eventually constitute a barrier to marine jobs due to their harmful impact on crew welfare. One of the most critical challenges for modern-day mariners is criminalisation. International shipping circles are concerned about the criminalisation of seafarers since it has a detrimental impact on ship officer recruitment and retention.

Cadets' challenges in gaining onboard training in certain areas begin with their difficulty in finding shipowners or crewing brokers prepared to accept them. Research indicates that many aspiring seafarers are abused by enormously strong crewing organisations when hunting for places onboard ships. Companies have been under pressure to maintain their competitive edge through professional and skilled staff because of continuous globalisation and the rate of technological advancement. Although shipboard technology is envisaged with a reduced crew, shipping companies are constantly faced with the risk of piracy, causing seafarers to exit. However, international pledges demonstrate a renewed commitment to improving gender balance at sea, and firms are looking into the benefits of gender-diverse crews. One of the main difficulties facing seafarers in general, but particularly women in low-paying jobs is employment aboard vessels flying Flags of Convenience (FOC). This ship flies the flag of a country other than the country of ownership. However, trade unions have played a significant role in women seafarers being protected, recruited, and remaining on board ships at sea. Therefore, understanding the dynamics of attraction and retention among shipping sector employers requires a greater understanding of the changes occurring within the environment in which seafarers operate.

CHAPTER 5: DATA COLLECTION PROCESS

5.1 Introduction

The chapter unfolds systematically, ensuring a cohesive and interconnected presentation of the study's results. The structured organisation facilitates a logical flow of information from one section to the next. Commencing with a discussion on the chosen data collection method, qualitative analysis, the chapter articulates the rationale behind selecting this method and provides details about the specific instrument employed for data collection. Through meticulous planning and preparation, the chosen method was tested via a pilot study to refine the research approach, establishing a solid foundation for subsequent data collection endeavours. The narration of the pilot study highlighted the effort invested in refining the research approach. This narrative paves the way for the actual data collection process, emphasising the importance of methodological rigour in ensuring the credibility and reliability of the study's findings.

As the chapter unfolds, the actual data collection process sheds light on nuances in interview methodologies and addresses potential challenges encountered, providing insights into the intricacies of conducting research in the chosen context. This section serves as the foundation for the subsequent exploration of the data analysis process, laying the groundwork for the systematic examination of the collected data. Following data collection, the chapter delves into the data analysis process, systematically outlining techniques such as coding, categorisation, and theme identification. Through an analytical approach, the chapter ensures the credibility, reliability, and validity of the results, underscoring the methodological rigour employed in deriving meaningful insights from the data. The strategies employed for data verification are discussed in detail, emphasising their crucial role in bolstering the reliability and validity of the research findings. By implementing rigorous verification procedures, the chapter ensures the production of credible findings that contribute to the advancement of knowledge in the field.

Key findings are presented and thoughtfully interpreted, offering valuable insights derived from the study. Recommendations for future research are integrated into this section, providing avenues for further exploration and study, thereby enriching the academic discourse on the subject matter. Furthermore, recommendations for practical applications, policy considerations, and potential avenues for future research are systematically presented to bridge the gap between academic exploration and real-world impact. By offering actionable insights and implications, this section underscores the relevance and applicability of the study's findings in informing decision-making and shaping future research endeavours.

Ultimately, the chapter concludes by summarising the major findings, insights, and implications of the study, providing a comprehensive reflection on the research journey. Through a combined overview, the chapter reinforces the significance of the study's contributions to the field and underscores its potential to drive meaningful change and innovation in practice. This systematic organisation ensures that each section logically builds upon the preceding one, resulting in a coherent and comprehensive presentation of the study's results and implications.

5.2 Data collection method

In qualitative research, particularly when exploring complex and nuanced topics such as the motivations, challenges, and experiences of female seafarers, a flexible approach is vital. Semi-structured interviews strike a balance between structured and unstructured formats, allowing for a predetermined set of questions while also permitting open-ended discussions. This flexibility enabled participants to share their stories, insights, and perspectives comfortably and conversationally, fostering richer data. Additionally, semi-structured interviews provided the opportunity to probe deeper into specific areas of interest, allowing for a comprehensive exploration of the research questions. The active nature of these interviews facilitated a better understanding of the participants' unique narratives, ensuring that their voices were heard, and their experiences were captured authentically. Overall, semi-structured interviews emerged as the most suitable method for this qualitative study, aligning with the intricacy of the research objectives and the need to explore multifaceted themes within the maritime industry.

An interview guide gives the interviewer a basic idea of the information to gather, but the participant is mostly in charge of formulating the specifics of the replies (Yin, 2014). Etikan et al. (2015) see face-to-face individual interviews as a type of data collection where the researcher speaks with the participants face-to-face and asks them a predetermined list of questions. Face-to-face individual interviews were chosen since they offered the study the freedom to go further as necessary. Face-to-face interviews with individuals have the benefit of letting participants provide their responses completely and in their own words without having to conform to any predetermined categories by the researcher (Bryman, 2015). Face-to-face person interviews are recommended when studies are examining an unusual and unfamiliar topic (Bryman, 2015). The interviews offer the participants the freedom to choose how to respond, how long to respond, and what kinds of issues to address. A semi-structured interview was required due to the nature of the study problem as opposed to an unstructured interview, in which just one question is asked. Before the interviews, the research instrument underwent review and refinement by rewording some of the questions for better understanding, adding additional questions which were not initially thought of and adding onto existing questions in terms of “How” or “Why” to solicit further information to ensure its clarity, relevance, and alignment with the study's objectives.

5.2.1 Structure of the interview schedule

The interview schedule (Annexure, pg 181) provides a structured framework for eliciting comprehensive responses from female seafarers regarding their experiences and perspectives on attraction, retention, and transformation within the maritime industry.

5.2.1.1 Attraction dimension

The questionnaire (Annexure) thoughtfully initiates questions about attraction to the maritime profession, recognising the critical importance of understanding the journey that led participants to choose this career path. These questions probe deep into the participants' backgrounds, motivations, and initial perceptions, providing a comprehensive foundation for the study's consideration.

The initial segment of the interview investigates whether participants possessed any prior knowledge of or exposure to the maritime profession before enrolling in their respective maritime institutes, The following questions in the interview guide, “Did you have any prior knowledge of seafaring or the maritime profession before enrolling at your maritime institute?” “How did you get to know about the seafaring profession?” “Have any of your relatives/friends worked as a Seafarer?” and “Did your family or friends contribute to your interest in going to sea? If so in which way?” linked to the exploration of seafarers' attraction factors, particularly regarding family tradition as highlighted in the literature review seek to unveil any pre-existing connections or family influences that might have influenced their perceptions and decisions. The goal was to discern whether, for some participants, the choice of a maritime career was deeply rooted in familial traditions, while for others, it could have been a newfound interest discovered through external factors.

Continuing the exploration in the literature review, the focus shifted to external sources and recruitment methods, seeking to unveil the participants' initial encounters with the seafaring profession. Specifically, Question 3 in the interview guide—“How did you get to know about the seafaring profession?”—was designed to elicit insights into the various channels through which aspiring seafarers accessed information and opportunities. Whether acquired through formal educational channels, word-of-mouth recommendations, or chance encounters, understanding these diverse sources of information and influence is crucial to comprehending the nuanced allure of the maritime field.

As the interview advances, it delves deeper into understanding the motivations and attractions guiding participants toward a seafaring career. The question “What do you consider to be your main attractions to a seafaring career? was specifically tailored to explore the factors influencing attraction as identified in the literature review and to reveal the underlying forces propelling their decisions. Beyond practical considerations like the allure of financial stability, the inquiries also probed into intangible aspects such as the attraction to adventure or a desire to challenge societal norms. The goal was to discern any commonalities or distinctions in these motivations.

In essence, these initial questions lay the foundation for a deeper understanding of the participants' experiences, challenges, and aspirations within the maritime profession. They provide a rich needlepoint of information that will ultimately contribute to a comprehensive understanding of what motivates individuals to pursue a career as seafarers.

5.2.1.2 Retention dimension

This section of the interview dedicated to retention was designed to explore deeply the challenges faced by female seafarers as they navigate their careers. These questions were vital in unravelling the complexities of their experiences, shedding light on the unique obstacles and opportunities within the maritime profession.

The first question, was tied to the challenges faced by female seafarers at sea as highlighted in the literature review, specifically targets the obstacles encountered in their roles. The question “What general challenges do you as a female face onboard? seeks to encompass a wide range of experiences, spanning from gender dynamics onboard the ship to broader operational challenges. Participants were urged to openly share their encounters, offering narratives that intricately depict the complexities of their daily experiences. Through this approach, the interview aimed to paint a comprehensive picture of the hurdles they confront, whether they pertain to workplace culture, safety considerations, or opportunities for career advancement.

Continuing the interview, the questions sought insights into whether the participants' seafaring careers aligned with their initial expectations, in line with the distinctive factors related to female retention highlighted in the literature review. This line of inquiry, “Has your seafaring career, so far, met your expectations? How so?” delved into the harmony between their aspirations and the reality they have encountered, revealing whether their maritime journey has been characterised by fulfilment or if disparities exist. The responses to these questions served as a valuable metric for the study, allowing an assessment of the profession's ability to fulfil its promises and the consequent impact on job satisfaction and long-term commitment.

The interview included questions concerning career advice, inviting participants to share their perspectives on recommending young females to pursue a career in the maritime industry and how they would motivate them to do so. Aligned with the unique characteristics of seafaring as emphasised in the literature review, the questions “Would you advise young females to become Seafarers? How would you motivate them to join this profession?” aimed to emphasise the participants' level of passion in their roles as potential mentors and advocating for the industry, despite the challenges the industry presents. They underscore the importance of nurturing talent and promoting diversity within the maritime field.

Furthermore, the question “Are you planning to remain a Seafarer? Why?” provided a glimpse into the participants' commitment to the profession's future. By examining their willingness to inspire and guide the next generation, the interview goes beyond current challenges to explore the sustainability and growth of the maritime industry. The insights gathered here offered a valuable perspective on how to address issues of retention and attraction in the long term.

In essence, the retention-focused questions served as a channel to the lived experiences and aspirations of female seafarers. They provided a comprehensive view of the challenges they faced, the alignment between expectations and reality, and their dedication to nurturing future talent in the maritime profession. These insights, drawn from their narratives and reflections, were instrumental in understanding and improving the landscape for female seafarers.

5.2.1.3 Transformation dimension

The section of the interview dedicated to the transformation dimension embarked on a comprehensive exploration of the broader challenges and potential solutions facing the maritime industry in its efforts to attract and retain female seafarers. These questions served as a critical lens through which participants offered their insights, reflections, and suggestions, shaping the dialogue around transformation within the maritime sector.

The introductory question “What general challenges do you think the maritime industry faces regarding attracting and retaining female seafarers?” associated with the South African Shipping industry in the literature review, established the context by encouraging participants to contemplate the current state of the maritime industry. By inquiring about the industry's current state concerning the participation of female seafarers, the interview encouraged respondents to reflect on the extent of progress made and the challenges that persist. These inquiries aimed to elicit nuanced responses that captured both the achievements and shortcomings in the industry's approach to diversity and inclusion. Participants were invited to draw from their personal experiences and observations, offering a well-rounded perspective.

The following question “What do you think can be done to attract and retain female seafarers?" reached into the critical issue of potential solutions. Here, participants were encouraged to leverage their expertise and insights to propose strategies and initiatives that could enhance the industry's capacity to attract and retain female talent. These responses go beyond mere critique and pave the way for constructive dialogue. By soliciting recommendations and innovative ideas, the study fostered a forward-looking approach, emphasising the importance of collective action in transforming the maritime sector.

Furthermore, this section served as a platform for participants to express their visions for a more inclusive and equitable maritime industry. Their responses provided a roadmap for addressing the challenges and gaps identified earlier in the interview and literature review. Whether through mentorship programmes, policy changes, or cultural shifts, participants had the opportunity to contribute to a vision of transformation that reflects their aspirations and beliefs.

5.3 Preparation of the participants

Participants were identified through a convenience sampling method. Convenience sampling is a non-probabilistic sampling technique where researchers select participants based on their ease of access and availability rather than using random sampling (Dörnyei, 2007). This approach is often chosen when it is challenging or impractical to obtain a truly random sample (Morse (2000), as is frequently the case in qualitative research. In this particular study, the participants consisted of 12 female seafarers actively working at one of the most prominent industry players, AMSOL. Their ages ranged from 24 to 40, with 45% participating in training programs and 55% currently serving as Officers aboard AMSOL’s vessels. The convenience sampling method was employed to reach out to and recruit participants who were readily accessible and willing to participate in the research. This process entailed contacting the crewing department to ascertain the whereabouts of female seafarers, whether they were on leave or currently serving aboard a vessel. Through this process, individuals who were readily accessible were identified.

Prospective participants were initially contacted via email, where they received a comprehensive invitation explaining the study's rationale, objectives, and primary aims. They were informed that their expertise and firsthand experiences uniquely positioned them as ideal candidates. It was emphasised that their valuable insights could provide crucial perspectives for both academic exploration and practical implications within the maritime sector. To ensure participants were well-prepared for their interviews, the study employed a practical approach. First, the participants were sent friendly email reminders containing essential details about their scheduled interview appointments. This electronic communication served as a convenient way to keep participants informed and organised. Additionally, the study recognised the importance of personal engagement, the study further reinforced these reminders with follow-up phone calls, confirming and reiterating interview commitments. As part of the study's commitment to transparency and ethical practices, participants were proactively given the informed consent form, a crucial document outlining the study's purpose and their rights (see Annexure). This pre-emptive sharing of the consent form via email allowed participants ample time to review the information before the interviews, ensuring they were fully aware and comfortable with the research process. The participants were also advised that the interview will focus on the employees lived attraction and retention factors along with the maritime challenges faced by females as well as the industry as a whole. This practical approach aimed to enhance communication, build trust, and uphold ethical standards throughout the interview preparation phase.

A pilot study was conducted to enhance the credibility of the data collection instruments and ensure the success of the interviews.

5.4 Pilot study

A pilot study is a scaled-down version of a larger study conducted as a test in advance of the larger study with the express purpose of pre-evaluating a research instrument, aiding the study in gaining more understanding, and determining the validity and reliability of the research tools (Diko, 2016).

The pilot study which was specifically aimed at pre-evaluating the capability of the research instrument to extract in-depth information, focusing on participants' ability to share comprehensive insights and experiences related to the research topic. Close monitoring of the pilot study interviews aimed to identify potential shortcomings, including the detection of leading questions that might inadvertently bias responses. Observations of participants' reactions and responses during the pilot interviews were meticulous. Any signs of discomfort, hesitancy, or emotional responses that could impact the interview process were noted. This information guided adjustments to the interview approach to ensure participants' comfort and respect. Findings from the pilot study informed subsequent adjustments and refinements to the research instrument and interview process by rewording some of the questions for better understanding, adding additional questions which were not initially thought of and adding onto existing questions in terms of “How” or “Why” to solicit further information. The pilot study used two female seafarers that were based in the office at the time who had substantial experience in the industry. The interviews were conducted in a comfortable and confidential environment to facilitate open and candid discussions. These responses were further incorporated into the study’s analysis.

This iterative approach aimed to elevate the quality of data collection, ultimately ensuring that the final interviews would yield rich and reliable data.

5.5 Data collection process

The practical process of data collection in this study involved key steps, from accessing participants to interpreting and understanding the data. Below is a detailed explanation of how this process unfolded.

The study employed convenience sampling as the participant selection method, acknowledging its suitability given the challenges in accessing female seafarers due to their unique work environments and schedules. Initial contact was established through email, presenting a comprehensive invitation explaining the study's justification, purpose, and primary goals. Participants were requested to confirm their willingness to participate via return email. Follow-up communications, encompassing both email reminders and telephone calls, were employed to confirm participation and interview appointments. Before the interviews, participants received an informed consent form as an annexure, allowing for a thorough review and evaluation of its contents, including details about the study's purpose, participant rights, and the voluntary nature of participation.

In the data collection phase, face-to-face interviews in a closed office within AMSOL’s premises, lasting between 30 and 45 minutes served as the primary method. Structured interviews guided the process, ensuring consistency while allowing flexibility to explore emerging themes. This approach facilitated in-depth exploration of participants' experiences, motivations, and perspectives. Active engagement during interviews involved note-taking, capturing noteworthy comments and personal reactions, particularly regarding pregnancy, raising a family whilst away and the financial implications of maternity. The use of different colours aided categorisation for subsequent coding. Different colours were used to identify the different factors i.e. Attraction (Green), Retention (Blue) and Transformation (Red). The same colour for each factor was then used to identify themes and link quotes to each theme e.g. Remuneration, Travel, Maternity etc. A different colour (Yellow) was then used to identify any quotes that were linked across more than one factor e.g. Remuneration under the Attraction factor was linked to financial stability whilst on maternity leave under the Retention factor.

Data saturation, denoting the point at which new data cease to provide novel insights, was a crucial consideration in qualitative research. Recurring themes such as remuneration, travel and maternity leave, gender imbalance and sexual harassment across early interviews indicated an approaching saturation point. By the twelfth interview, a comprehensive understanding of participants' experiences, motivations, challenges, and perspectives was achieved. While theoretically reaching saturation earlier, the decision to continue interviews aimed to enhance rigour. Data saturation was confirmed at the twelve-interview point, marked by theme repetition, an absence of new information, a comprehensive understanding, and a rigorous data collection approach. This ensured a thorough depiction of female seafarers' experiences and insights regarding attraction and retention.

5.6 Conclusion

The study necessitated a semi-structured interview format due to the complexity of the research problem, contrasting with an unstructured interview that typically involves asking just one question. Before conducting the interviews, the research instrument underwent thorough review and refinement to ensure its clarity, relevance, and alignment with the study's objectives. The interview schedule, outlined in Annexure A, offers a structured framework for gathering detailed insights from female seafarers regarding their experiences and viewpoints on attraction, retention, and transformation within the maritime industry.

The questionnaire provided in the Annexure initiates inquiries aimed at understanding the attraction to the maritime profession. Recognising the importance of comprehending the participants' journey towards choosing this career path, the questions delve into their background, motivations, and initial perceptions. Specifically, the interview guide explores whether participants had any prior knowledge or exposure to the maritime profession before enrolling in maritime institutes. Questions such as "Did you have any prior knowledge of seafaring or the maritime profession before enrolling at your maritime institute?" and "How did you get to know about the seafaring profession?" aim to uncover the sources of participants' awareness and interest in maritime careers. Additionally, questions regarding whether any relatives or friends worked as seafarers and if family or friends influenced their interest in going to sea further explore the factors contributing to participants' attraction to the profession. This initial segment of the interview seeks to reveal any familial traditions or external influences that may have shaped participants' perceptions and decisions regarding a maritime career.

The exploration into the participants' initial encounters with the seafaring profession continued, aligning with findings from the literature review. The interview guide, particularly Question 3—"How did you get to know about the seafaring profession?"—aimed to uncover the diverse channels through which aspiring seafarers accessed information and opportunities. Whether through formal education, word-of-mouth recommendations, or chance encounters, understanding these sources was deemed essential to grasp the multifaceted allure of the maritime field. As the interview progressed, it delved deeper into the motivations and attractions guiding participants toward a seafaring career. Specifically tailored to explore factors identified in the literature review, questions like "What do you consider to be your main attractions to a seafaring career?" sought to unveil the underlying forces propelling their decisions. Beyond practical considerations such as financial stability, the inquiries probed into intangible aspects like the attraction to adventure or a desire to challenge societal norms. This comprehensive approach aimed to discern both commonalities and distinctions in participants' motivations, enriching the understanding of attraction factors within the maritime profession.

The initial questions in the interview guide serve as the cornerstone for unravelling the participants' experiences, challenges, and aspirations within the maritime profession. They provide a nuanced exploration into what motivates individuals to pursue careers as seafarers, offering valuable insights into their decision-making processes. Additionally, the section dedicated to retention delves deeply into the challenges faced by female seafarers throughout their careers. By addressing these questions, the study aims to uncover the unique obstacles and opportunities within the maritime profession, contributing to a comprehensive understanding of retention factors among female seafarers.

The first question in the interview guide focuses on the challenges encountered by female seafarers at sea, aligning with the literature review's identification of obstacles in their roles. By asking participants to articulate the general challenges they face onboard, the interview seeks to capture a broad spectrum of experiences, ranging from gender dynamics to operational hurdles. Participants are encouraged to share openly, providing detailed narratives that illustrate the complexities of their daily experiences. Through this approach, the interview aims to gain a comprehensive understanding of the obstacles female seafarers confront, including workplace culture, safety concerns, and opportunities for career progression.

The interview proceeded by probing whether the participants' seafaring careers had met their initial expectations, aligning with factors pertinent to female retention identified in the literature review. Questions such as "Has your seafaring career, so far, met your expectations? How so?" aimed to uncover the alignment between their aspirations and the realities they have faced. By exploring this aspect, the interview sought to gauge job satisfaction and long-term commitment within the maritime profession. Responses to these inquiries provided valuable insights into the profession's ability to fulfil its promises, shedding light on potential disparities between expectation and reality.

The interview extended to encompass career advice, with participants sharing insights on recommending young females to pursue maritime careers and how to motivate them to do so. Specifically tailored to the unique attributes of seafaring, questions like "Would you advise young females to become Seafarers? How would you motivate them to join this profession?" probed participants' passion for mentoring and advocating for the industry despite its challenges. These inquiries underscored the importance of nurturing talent and fostering diversity within the maritime sector. Additionally, the questions "Are you planning to remain a Seafarer? Why?" delved into participants' commitment to the profession's future, exploring their willingness to inspire the next generation. By addressing long-term retention and attraction, these insights provided valuable perspectives on sustaining and growing the maritime industry.

The interview's retention-focused questions provided a profound insight into the lived experiences and aspirations of female seafarers. By delving into the challenges faced, alignment between expectations and reality, and dedication to nurturing future talent, these questions offered a comprehensive view of the seafaring landscape. This depth of understanding is crucial for improving conditions and opportunities for women in the maritime profession.

Transitioning to the section focused on transformation, the interview continued its exploration into the broader challenges and potential solutions within the maritime industry. Participants engaged with questions aimed at uncovering insights, reflections, and suggestions regarding transformation efforts. Their contributions shaped the discourse surrounding the industry's evolution, particularly concerning the attraction and retention of female seafarers.

The interview's introductory questions provided a comprehensive overview of the challenges and opportunities within the maritime industry regarding the attraction and retention of female seafarers. By contextualizing the discussion within the framework of the South African shipping industry and drawing on insights from the literature review, participants were prompted to reflect on the current state of diversity and inclusion in the sector.

The subsequent inquiries delved deeper into potential solutions, inviting participants to propose strategies and initiatives aimed at enhancing the industry's capacity to attract and retain female talent. These responses not only highlighted areas for improvement but also fostered a forward-looking approach, emphasising the importance of collective action in driving meaningful change.

Moreover, this section served as a platform for participants to articulate their visions for a more inclusive and equitable maritime industry. Their recommendations provided a roadmap for addressing existing challenges and shaping the future of the sector. Through mentorship programmes, policy changes, and cultural shifts, participants contributed to a vision of transformation that reflects their aspirations and values.

The study employed convenience sampling to select 12 female seafarers from AMSOL, a prominent player in the maritime industry, as participants. Friendly email reminders were sent to participants to ensure they were well-prepared for their interviews, followed by confirmation phone calls to reinforce interview commitments. Informed consent forms were proactively shared via email, allowing participants to review the study's purpose and their rights beforehand, and promoting transparency and ethical practices. This practical approach aimed to facilitate communication, build trust, and uphold ethical standards throughout the interview preparation process.

The pilot study served as a crucial step in evaluating the effectiveness of the research instrument and interview process before the main data collection phase. It focused on assessing participants' ability to provide comprehensive insights and experiences related to the research topic while also identifying any potential shortcomings or biases in the questions. Close observation of participants' reactions and responses allowed for adjustments to the interview approach to ensure their comfort and respect. Findings from the pilot study were used to refine the research instrument by rewording questions, adding additional inquiries, and incorporating suggestions from participants. The pilot study involved two experienced female seafarers interviewed in a confidential environment, and their responses contributed to the overall analysis. This iterative approach aimed to enhance the quality of data collection, ensuring that the final interviews would yield rich and reliable data.

The study utilised convenience sampling to select participants, acknowledging the challenges in accessing female seafarers due to their unique work environments. Initial contact was made via email, providing a comprehensive invitation detailing the study's purpose and goals. Follow-up communications through email reminders and telephone calls confirmed participation and interview appointments. Participants received an informed consent form for review before interviews, ensuring an understanding of the study's purpose and voluntary participation. Face-to-face interviews, lasting 30 to 45 minutes, were conducted using a structured approach to explore participants' experiences and perspectives comprehensively. Active engagement during interviews involved note-taking, with different colours used to categorise responses based on attraction, retention, and transformation factors. This method facilitated thematic analysis, identifying key insights and linking quotes to specific themes across different factors.

Data saturation, a critical aspect of qualitative research, was carefully monitored throughout the study to ensure comprehensive data collection. Recurring themes such as remuneration, travel, maternity leave, gender imbalance, and sexual harassment emerged across early interviews, signalling approaching saturation. By the twelfth interview, no new insights were gained, indicating that saturation had been reached. Despite theoretically reaching saturation earlier, the decision to conduct additional interviews aimed to enhance rigour and ensure a thorough understanding of participants' experiences. Confirmation of saturation at the twelve-interview point ensured the collection of rich and comprehensive data regarding female seafarers' experiences, motivations, challenges, and perspectives on attraction and retention within the maritime industry.

CHAPTER 6: DATA ANALYSIS PROCESS

6.1 Introduction

The data analysis process is a critical phase in qualitative research, involving systematic procedures to derive meaning from collected data. This phase encompasses several key steps, including data import and organisation, coding and identifying clusters of meaning, creating themes, interpretation and understanding, and establishing trustworthiness. Each of these steps plays a vital role in ensuring the credibility, reliability, and validity of the research findings. The data analysis process begins with the import and organisation of collected data. This involves compiling all interview transcripts, field notes, or other data sources into a manageable format for analysis. Organising the data allows researchers to systematically review and extract relevant information, ensuring that no valuable insights are overlooked. By coherently structuring the data, researchers can efficiently navigate through the information during subsequent analysis stages.

Once the data is organised, the next step involves coding, a process of systematically assigning labels or codes to segments of data based on their content or meaning. Coding allows researchers to identify patterns, themes, and relationships within the data. As coding progresses, clusters of meaning emerge, revealing commonalities and variations in participants' responses. These clusters serve as the foundation for further analysis, guiding the creation of overarching themes. Building on the identified clusters of meaning, researchers proceed to create themes that encapsulate the central ideas or concepts present in the data. Themes are overarching patterns or categories that emerge from the coded data, representing recurring topics, perspectives, or experiences shared by participants. Researchers distil complex information into meaningful themes that capture the essence of participants' responses through careful analysis and synthesis. With themes identified, the study engages in interpretation to derive deeper insights and understanding from the data. Interpretation involves examining the relationships between themes, exploring underlying meanings, and contextualising findings within existing literature or theoretical frameworks. By critically analysing the data, the study uncovers nuanced insights and generates new knowledge that contributes to understanding the research topic.

Throughout the data analysis process, the study must give precedence to trustworthiness to ensure the validity and reliability of their findings. This involves employing strategies such as member checking, peer debriefing, and triangulation to confirm the accuracy and credibility of the results. By rigorously adhering to established research standards and transparently documenting the analysis process, researchers enhance the trustworthiness of their findings and bolster the overall quality of the research. The data analysis process is an integrated and iterative journey, with each step building upon the preceding ones to construct a coherent and comprehensive understanding of the research topic. By systematically progressing from data import and organisation to coding, theme creation, interpretation, and trustworthiness establishment, researchers navigate through layers of complexity to extract meaningful insights and contribute valuable knowledge to the field.

Qualitative content analysis is an analytical approach utilised in the methodical classification process of coding and theme identification to provide a subjective evaluation of the content of text data (Creswell, 2012). The evaluation of topics and concepts and the conclusions made from them form the basis of qualitative content analysis, which is primarily inductive (Yin, 2014). Interpretive studies attempt to get data by Interacting directly with research participants. The use of direct interpretation in the quest for meaning is a crucial component of data analysis in qualitative studies. Creswell (2014) further defines qualitative data analysis as the act of organising and dividing data into manageable pieces through coding, synthesising, and pattern-finding.

The basic goal of qualitative data analysis is to look for patterns, ideas, themes, and meanings. Yin (2014) emphasises the necessity of looking for patterns in the data that may explain the basic correlation in the database.

All audio recordings of interviews were transcribed into written transcripts using a word processing programme, Microsoft Word, The process followed to check the correctness of transcripts involved several careful and systematic steps to ensure the accuracy and reliability of the transcribed content.

6.2 Transcribing the recorded interviews

The process of transcribing the recorded interviews began with a meticulous approach aimed at ensuring the accuracy and reliability of the collected data. Initially, the transcriber listened to the recorded audio, paying close attention to spoken words, pauses, hesitations, and non-verbal cues. The goal was to accurately capture the entire dialogue and preserve the nuances of participants' expressions.

Once the transcripts were prepared, each transcript underwent a thorough review while simultaneously listening to the corresponding audio recording. This dual approach allowed for a comprehensive check to identify any disparities between the spoken words and the transcribed text.

A final review was conducted to affirm the overall coherence of the transcriptions. This meticulous quality assurance check served as a crucial step before proceeding with the subsequent stages of the research process, providing confidence in the reliability of the transcribed data.

6.3 Data Import and organisation

To commence the analysis phase, the interview transcripts underwent a systematic integration into the ATLAS.ti software platform. Within this software, the data underwent a particular process of organisation, labelling, and categorisation, aligning with the distinct dimensions of the research, namely Attraction, Retention, and Transformation. The subsequent procedures involved in this phase are elaborated upon below.

6.4 Coding and clusters of meaning

Coding assumed a central role in the data analysis process, functioning as a crucial mechanism for structuring and interpreting the qualitative data collected during the interviews. It encompassed a systematic procedure wherein meaningful clusters of statements, derived from the interviews, were methodically organised into overarching themes. This methodical approach was instrumental in simplifying the intricate data, thereby facilitating the identification of recurring patterns, interconnections, and salient insights that transcended individual narratives.

Within this coding phase, an open coding technique was implemented. This approach involved the initial identification and categorisation of key concepts, ideas, and statements of the research themes of Attraction, Retention, and Transformation factors. To facilitate this process, the software offered functionalities such as highlighting, annotating, and memo creation, enabling the marking of relevant segments within the transcripts.

6.5 Creating themes

In the process of analysing the qualitative data within ATLAS.ti, the emergence of themes like "Remuneration," "Family Tradition," "Travel," "Maternity Leave," "Male Dominance," "Sexual Harassment," "Limited Experience/Training," and "Ship Structure" was a systematic endeavour.

To begin, a thorough reading of the interview transcripts was undertaken to become familiar with the data. Subsequently, an open coding approach was employed. This involved identifying and highlighting relevant segments in the transcripts related to the research questions. These highlighted segments were then categorised into themes within ATLAS.ti, with each one representing a specific theme; for example, "Remuneration." The linking process connected the highlighted text segments to their respective thematic nodes. This iterative process continued as additional interviews were analysed, and regular reviews were conducted to ensure the accuracy of coding and linking.

The interconnected nature of different themes emerged during this process. For instance, discussions about "maternity leave" intersected with "remuneration" when participants addressed the financial implications of taking time off for family reasons. Through this coding and linking process, patterns and trends within and across themes became apparent, providing a foundation for deeper exploration, understanding and interpretation in subsequent analysis stages.

6.6 Interpretation and understanding

Interpreting held a crucial role in the data analysis process, illustrated by the study's exploration into how participants individually interpreted their lived experiences. For instance, when examining participants' accounts of challenging situations at sea, the research delved into the nuances of their interpretations by adding follow-up questions, seeking to understand how they perceived and made sense of those experiences. This thorough exploration facilitated a more comprehensive and detailed comprehension of the participants' narratives. The research uncovered layers of meaning within the gathered data by actively engaging in this interpretive process. For example, when analysing responses about career motivations, the study went beyond surface-level observations to reveal deeper insights into the participants' underlying aspirations and values, leading to establishing the trustworthiness of the data.

6.7 Establishing trustworthiness

Any study intends to translate the knowledge generated from the research into practical applications. Thus, it becomes crucial for the research to be acknowledged as familiar and regarded as legitimate by researchers, policymakers, and the general public. Trustworthiness serves as a means for researchers to convince themselves and their readers of the merit of their research findings (Lincoln & Guba, 1985). To enhance the trustworthiness concept, Lincoln and Guba (1985) introduced criteria such as credibility, transferability, dependability, and confirmability which are discussed below and illustrated by a phase approach with practical examples.

6.7.1. Credibility

Guba and Lincoln (1989) asserted that the credibility of a study hinges on the recognition of the experience by co-researchers or readers when confronted with it. Credibility, in this context, emphasises the alignment between respondents' perspectives and the researcher's representation of them (Tobin & Begley, 2004). To enhance credibility, Lincoln and Guba (1985) proposed several techniques, including prolonged engagement, persistent observation, data collection triangulation, and researcher triangulation. They also recommended peer debriefing as an external check on the research process, contributing to increased credibility. Additionally, examining referential adequacy serves as a means to cross-verify preliminary findings and interpretations against the raw data. Operationalising credibility further involves member checking, a process to test the findings and interpretations with the participants themselves (Lincoln & Guba, 1985). Once an interview was completed the researcher took additional time to review the participants answers to the questions to ensure understanding and credibility. Prolonged engagement was also a key strategy, as the researcher works within the organisation, building rapport and trust with participants, which led to richer, more accurate data collection.

6.7.2. Dependability

To establish dependability, researchers should maintain a logical, traceable, and well-documented research process (Tobin & Begley, 2004). The transparency of the research process allows readers to assess the dependability of the study (Lincoln & Guba, 1985). One method to demonstrate dependability is through the audit of the research process (Koch, 1994). To ensure dependability, an audit trail was maintained throughout the study. This included detailed documentation of all decisions made during the research process, from data collection methods to analysis procedures. Keeping a clear record of the research steps allowed others to understand the rationale behind methodological choices and provided transparency in how the data was handled.

6.7.3 Transferability

Transferability in qualitative research pertains to the extent to which findings can be applied from one case to another (Tobin & Begley, 2004). While researchers may not predict the specific sites interested in applying the findings, they bear the responsibility of offering detailed descriptions. These "thick descriptions" empower others aiming to apply the findings in their contexts to assess the transferability of the research (Lincoln & Guba, 1985). The use of thick description, where the data was reported in a detailed and contextual manner, enabled a deeper understanding of the findings, improving their potential applicability to other environments

6.7.4 Confirmability

Confirmability pertains to ensuring that the researcher's interpretations and findings directly stem from the collected data, necessitating a demonstration of the process leading to conclusions and interpretations (Tobin & Begley, 2004). The attainment of credibility, transferability, and dependability, as outlined by Guba and Lincoln (1989), contributes to the establishment of confirmability. Koch (1994) suggested incorporating markers to elucidate the rationale behind theoretical, methodological, and analytical choices throughout the entire study. This transparency enables others to comprehend the decision-making process and the underlying reasons behind each choice.

Qualitative data manifest in diverse forms, encompassing recorded observations, focus group interactions, textual documents, multimedia materials, public domain sources, policy manuals, and photographs (Thorne, 2000). In cases where data collection involves interactive methods, researchers may approach analysis with preliminary knowledge and initial analytic interests. The inception of data analysis may occur during collection, with researchers documenting initial thoughts, interpretations, and questions (Tuckett, 2005). Regardless of the collector, thorough immersion in the data is essential to grasp its depth and breadth (Braun & Clarke, 2006). Ensuring effective data management was crucial for the study's success. All files were systematically named to reflect the participants (e.g., Interviewee 1) and the creation date, and they were securely stored in a designated network location. The study employed ATLAS.ti for comprehensive data logging, organising and searching for themes.

The second phase initiates once all data have undergone initial organisation and compilation. This stage revolved around the systematic organisation and compilation of potentially relevant data extracts into themes (Braun & Clarke, 2006). During the interviews, the study explored a spectrum of concepts, employing a conceptual framework to derive themes for effective data organisation. These deductive themes directly correlated with interview questions. Utilising both ATLAS.ti and printed copies of the coded data, the study developed themes such as

Remuneration, Travel, Maternity etc. Additionally, colours were incorporated as a visual aid to comprehend the connections between different themes.

The third phase commences upon the formulation of themes, marking the need for refinement (Braun & Clarke, 2006). During this stage, researchers meticulously review coded data extracts for each theme, evaluating their coherence and assessing whether they collectively represent a meaningful pattern within the dataset (Braun & Clarke, 2006). The validity of individual themes is scrutinised to ensure they accurately capture the overarching meanings evident in the entire dataset. This phase brings to light any shortcomings in the initial coding and themes, prompting potential adjustments (King, 2004). If a relevant issue in the text is identified but not covered by an existing code, a new code may be introduced. Conversely, redundant codes may be removed if deemed unnecessary or if they substantially overlap with others (King, 2004). Recoding from the dataset is anticipated, given that coding is an ongoing and organic process (Braun & Clarke, 2006). Throughout this phase, it may become apparent that certain themes lack sufficient data support or exhibit too much diversity (Braun & Clarke, 2006). Some themes may converge, while others may need to be subdivided for a more nuanced understanding (Braun & Clarke, 2006). Selected themes undergo refinement to ensure specificity and breadth, capturing a range of ideas embedded in numerous text segments. In this research application, a thorough review of coded data extracts for each theme was conducted to discern coherent patterns. All themes underwent scrutiny, revealing instances where some did not have adequate data support, such as the family tradition theme, while others, like travel and remuneration, revealed many more dimensions that required further subdivision. This became particularly apparent during cross-analysis, highlighting the richness and diversity of the data. The research revisited the raw data in this phase to uphold the participant's voice.

In the fourth phase, researchers discern the specific aspects of the data captured by each theme, identifying their points of interest and the reasons for their significance (Braun & Clarke, 2006). A detailed analysis is conducted for each theme, unravelling the narrative it conveys (Braun & Clarke, 2006). Braun and Clarke advocate for punchy theme names that immediately convey the essence of the theme to the reader. It is acknowledged that sections of data may be encompassed in multiple themes, with some degree of overlap between them (Pope, Ziebland, & Mays, 2000). At this stage, researchers contemplate how each theme contributes to the overarching narrative of the entire dataset concerning the research questions (Braun & Clarke, 2006). In the study's application of this phase, a concise analysis was crafted for each theme, unravelling the story embedded in each while considering its role in the broader narrative of the entire dataset about the research questions. The themes were deemed provisional until a comprehensive review of all the data was conducted and coding was scrutinised to ensure the credibility of the findings. The organisation of themes underwent iterations until a consensus was reached, and the researcher was content that all data were accurately represented and presented in a meaningful and useful manner.

The final phase commences once the researcher has set the themes and is prepared to initiate the conclusive analysis and report writing (Braun & Clarke, 2006). According to King (2004), direct quotes from participants are integral to the final report, with short quotes strategically employed to enhance the comprehension of specific points of interpretation and illustrate the prevalence of themes. Upon establishing the final themes, the researcher embarked on the report writing process. The report incorporated both shorter quotes within the narrative and longer quotes, each accompanied by a unique identifier (e.g., Interviewee 1) to signify the representation of various participants throughout the results. The discussion surrounded the original theoretical literature that informed the study, along with research and other literature supporting the study's argument. During this phase, the findings were contrasted with the broader literature, highlighting where this study's results aligned, contradicted, or contributed to the existing body of knowledge on the topic.

6.8 Conclusion

The data analysis process in the study followed a systematic approach to extract meaningful insights from the collected data. It began with importing and organising the data, which involved transcribing interviews and structuring them for analysis. Next, the process moved to coding and identifying clusters of meaning within the data. This step involved systematically tagging segments of the text with descriptive labels, allowing for pattern and theme identification. These codes were then grouped into themes, representing broader concepts or ideas that emerged from the data. The interpretation and understanding phase followed, where the study analysed the themes in depth and considered their implications and relationships with the research questions. Finally, establishing trustworthiness was essential to ensure the validity and reliability of the findings. This involved employing strategies such as member checking, peer debriefing, and maintaining an audit trail to ensure transparency and rigour throughout the analysis process. Overall, these steps worked together cohesively to transform raw data into meaningful insights that addressed the study's objectives.

CHAPTER 7: FINDINGS AND THE INTERPRETATION THEREOF

7.1 Introduction

In this chapter, we delve into the heart of our study's findings and provide a nuanced interpretation thereof. Building upon the groundwork laid in the preceding chapters, we navigate through the rich tapestry of data collected, illuminating key insights and revelations. The exploration extends beyond the mere enumeration of results; rather, the study unravels the underlying meanings and implications embedded within the data.

Throughout this chapter, the study embarked on a journey guided by the voices of the participants, whose experiences and perspectives serve as the cornerstone of the analysis. Each finding is meticulously scrutinised, contextualised, and woven into the broader composition of the study's objectives. As the study navigated the landscape of the findings, it remained attentive to the complexities and intricacies inherent in the maritime profession, particularly concerning the recruitment and retention of female seafarers.

Moreover, this chapter serves as a platform for dialogue, inviting readers to engage with the findings, reflect on their significance, and contemplate their implications for both theory and practice. The study endeavours to contribute to the ongoing dialogue surrounding gender diversity and inclusivity in the maritime industry by elucidating the findings and offering interpretive insights.

Through rigorous analysis and thoughtful reflection, the study aimed to shed light on the multifaceted challenges and opportunities inherent in attracting and retaining female seafarers. Ultimately, this chapter serves as a testament to the depth and richness of the study’s inquiry, offering a comprehensive understanding of the complexities at play within the maritime profession.

7.2 Main attractions for a seagoing career

7.2.1 Remuneration

Salaries emerged as a significant motivating factor for individuals. The reminiscence of *"salaries back then were very attractive"* underlines how monetary compensation has historically been a driving force for all interviewees. A prevailing sentiment among participants is that the salaries from that period were remarkably generous, and the anticipation is that upon attaining the rank of an officer, the compensation would be even more substantial.

The recurring mention of substantial monetary gain becomes apparent through the frequent repetition of the phrase *"there's lots of money"* by all interviewees. This straightforward and recurring expression underscores the significant financial advantages associated with particular opportunities. Briefly, the sentiment that the opportunity is *"about travelling and making money"* by interviewee 2 encapsulates the dual attraction of the role, the chance to experience new places and cultures while also reaping financial rewards.

The findings of this study resonate with existing research in the maritime field, as scholars like Borovnik (2003), Barnett et al. (2006), and Jianzhong (2014) have highlighted the pivotal role of salary in attracting individuals to seafaring professions. Jianzhong's research, for instance, indicates that a significant portion of respondents found the high salary to be the most attractive aspect of seafaring, highlighting the considerable gap in earning potential between maritime careers and those ashore.

7.2.2 Travel

The second prominent theme that surfaced during the study was the notion of travel, which revolves around the idea of embarking on global journeys as part of one's job. As the participants shared their experiences and perspectives, various sub-themes naturally emerged, each shedding light on distinct aspects of this theme.

7.2.2.1 Unique experiences and exposure

The sentiment that travelling offers exposure to unique experiences is a common thread with interviewees 1,2,3,4,5 and 6 referring to *“It's nice to get to travel the world. It's so unique you get exposed to so many things that you would never get exposed to.”* The notion of being exposed to things one would not encounter otherwise speaks to the transformative power of travel. Individuals are drawn to careers that promise a diverse range of encounters, which can enrich their personal and professional lives alike.

7.2.2.2 Independence and personal motivation

The emergence of the idea that personal independence and autonomous exploration are compelling motivators for certain individuals becomes evident through participant responses. Interviewee 3 articulated this sentiment by stating, "*I got to travel the world because I wanted to travel on my own.*" This statement encapsulates a profound desire for personal autonomy and self-directed discovery. It reflects an intrinsic motivation to embark on a journey of independent exploration and growth, thereby exerting a substantial influence on career decisions. Participant 4 echoed this sentiment by emphasising the significance of independence, stating, *"Independence comes when you start venturing on your own."* This additional perspective underscores the profound impact of personal freedom and self-reliance on shaping one's career choices, affirming the emergence of this theme within the study's findings.

7.2.2.3 Unknown territories and exploration

Several quotes emphasise the attraction of entering an industry that is not widely known but promises the adventure of travel. The phrase *"it was not a known industry"* highlights the intrigue of uncharted professional territories by interviewee 5. *"The most significant or main attraction to this profession was around the travelling and being an engineer at the same time"* as stated by interviewee 6. The blend of being an engineer while traversing the globe adds an element of uniqueness and excitement to the career decision.

7.2.2.4 Intersection of travel and profession

For some individuals, the synergy between their career and travel aspirations plays a decisive role. *"The most significant or main attraction to this profession was around the travelling and being an engineer at the same time" as mentioned by* interviewee 6. The idea of being an engineer while travelling to different continents, meeting people of varied backgrounds, and engaging with diverse cultures creates a compelling narrative that combines personal and professional growth.

7.2.2.5 Influence of perception and rumour

The concept of travel as a central theme in a particular industry can influence how individuals perceive it. The quote mentioned by interviewee 7 *"Heard it is about travelling, making money, and you get to see a lot of things like exploring, working with different people"* suggests that the industry's reputation for extensive travel can capture individuals' attention and spark their interest.

These findings resonate with Fernandez Gonzalez et al.'s (2014) observation that mariners at various levels have the opportunity to travel and experience a wide range of cultures, albeit often within the context of business operations. The study emphasises the multifaceted nature of travel as a motivating factor within the maritime industry, reflecting its profound influence on participants' career decisions.

In conclusion, the theme of travel emerged prominently within this study, reflecting the compelling allure of embarking on global journeys as an integral part of one's profession. This theme revealed various sub-themes, each offering unique insights into the multifaceted nature of the attraction to travel. Participants highlighted the notion that travel offers exposure to unique experiences, enriching their personal and professional lives. The desire for personal independence and autonomous exploration emerged as a compelling motivator, with participants expressing a profound longing to travel on their own terms. Moreover, the study illustrated how unknown territories and uncharted professional domains can evoke intrigue and excitement.

The intersection of travel and profession played a decisive role for some individuals, particularly those who relished the idea of being an engineer while traversing the globe, engaging with diverse cultures, and broadening their horizons. Additionally, the influence of perception and rumours within an industry, such as hearing about extensive travel opportunities, could significantly shape individuals' interests and decision-making processes. Overall, this theme underlines the profound impact of travel-related factors on career choices, highlighting the diverse motivations and perspectives that drive individuals to seek professions that offer a unique blend of exploration, personal growth, and professional fulfilment through travel.

7.3 Family tradition

The third emerging theme delves into the concept of "Family Tradition." Family traditions encompass activities or behavioural patterns that reflect a family's values, interests, or beliefs, historically considered a potent motivating factor. However, it is essential to acknowledge that the significance of family traditions has evolved. Traditions, once perceived as a primary driving force shaping career decisions, have transitioned into a different role within individuals' lives. In the contemporary landscape, they are no longer the dominant influence but rather one among many factors that individuals consider when making life choices. These traditions continue to encapsulate a family's unique identity and cultural heritage, but their sway over career decisions has waned.

It is noteworthy that within this study, every participant unequivocally stated that family traditions played no role in their decision to pursue a career in the maritime industry. This finding contrasts with the perspective presented by Whiston and Keller, who argue that parents' occupations exert a significant influence on their children's career choices.

In examining the theme of "Family Tradition," it becomes evident that the historical significance of this factor in career decision-making has undergone a substantial transformation. Family traditions, once considered a potent motivating force, have evolved into a more nuanced influence on individuals' career choices. While these traditions continue to represent a family's unique identity and cultural heritage, their role has shifted within the contemporary landscape.

In conclusion, the evolving nature of family traditions as an influencing factor in career decisions, especially in the maritime industry, underscores the importance of considering changing societal and cultural dynamics when examining motivational factors. The shift observed in this study prompts a reconsideration of traditional notions regarding the role of family traditions in shaping career choices, paving the way for a more nuanced understanding of contemporary career motivations.

7.4 Parents/ Friends influence

The study brought to light a compelling fourth theme regarding the influence of parents and friends on career decisions. This theme underscores the substantial role that personal connections within an individual's social circles play in shaping their professional path. The narratives shared by the participants vividly illustrate the profound impact that these relationships can have on the direction individuals choose to take in their careers.

The account of Interviewee 1’s journey reflects the proactive role of a parent in steering their child's career. *“So, my mom kept on looking for bursaries in the newspaper for marine biology, and then she spoke to my brother, and it turns out my brother’s high school sweetheart was a trainee pilot.”* The interviewee's mother actively searched for bursaries related to marine biology, demonstrating a keen interest in supporting her child's aspirations. By keeping an eye on opportunities and discussing them with her child, the mother not only showed care but also provided valuable resources for exploring marine biology. Additionally, the connection with the interviewee's brother's high school sweetheart, who was a trainee pilot, introduces the concept of indirect influence. Through household connections, the interviewee was exposed to the world of aviation. The mere mention of a career option can spark curiosity and prompt individuals to research further, even if they have not considered it before.

Interviewee 3's narrative highlights the simplicity and impact of word-of-mouth recommendations. *"My mum's colleague's son was a seafarer, so my mom just said my colleague's son works at sea."* The mention of the interviewee's mother learning about a colleague's son being a seafarer illustrates how casual conversations can lead to exposure to new career paths. This kind of information exchange can spark interest in fields that might have otherwise gone unnoticed.

In both instances, parents and friends serve as channels of information and inspiration. Their firsthand experiences or connections introduce new possibilities that might resonate with the individual's interests, values, or aptitudes. The familiarity and trust inherent in these relationships make their recommendations particularly influential. This theme supports the study by Guo, Liang, and Ye (2006) who objectively proved that students enrol in navigation courses because of peer pressure.

7.5 Guidance teachers/instructors' influence

The fifth theme that emerged is that the role of guidance teachers and instructors in shaping individuals' career choices is undeniable, as demonstrated through the experiences shared by the participants. These narratives underscore how educators can profoundly influence career decisions by providing exposure, information, and educational experiences that resonate with students' interests and aspirations.

The impact of guidance teachers or instructors is vividly illustrated in Interviewee 7's journey. *"Introduced us to the university and they took us for a tour around. We went into the simulation room and see how it feels to be inside a ship how you manoeuvre it and we got to see the dredging process. I thought this industry is unique, so I started doing my research and fell in love with it".* The introduction to the maritime industry through a university tour was a pivotal moment. The opportunity to step into a simulation room and witness ship manoeuvring and the dredging process provided an immersive experience. This firsthand exposure allowed the interviewee to get a feel of the industry, sparking curiosity and initiating further research. The educators' effort to provide a tangible connection to the field ignited a passion that eventually led to a deep love for maritime studies.

Interviewee 8's account highlights the role of early exposure facilitated by educators. *"Ok I was first introduced to maritime studies when I was still in primary school." "I was still very young to know exactly what was going on. My final year in primary school, so we went on a tour at Portnet and then we were introduced to maritime studies and only two institutions were* *offering these".* The introduction to maritime studies during a primary school tour to Portnet planted a seed of interest. By exposing young minds to potential career paths, educators play a crucial role in broadening horizons and providing insights into industries that students might not have otherwise considered.

The impact of educators is evident in Interviewee 5's experience as well. *"I did extra lessons in matric for maths and physics. They spoke about maritime and so I did research on maritime".* The mention of extra lessons in math and physics, combined with discussions about maritime, showcases how educators can prompt students to explore specific fields. By providing context and information about maritime studies, educators stimulate curiosity and encourage students to conduct their own research.

Guidance teachers and instructors act as bridges between academic institutions and the professional world. They offer practical insights, share industry trends, and provide students with opportunities to engage with real-world scenarios. These experiences can spark interest and passion in subjects that students might not have encountered on their own. Educators also provide a vital support system by encouraging students to pursue their interests, answering their questions, and offering guidance on potential career pathways. This mentorship aspect of their role can instil confidence and clarity in students' decision-making processes. This theme supports the findings of Guo, Liang, and Ye (2006) who objectively proved that students enrol in navigation courses because of the genuine desire to be a seafarer.

7.6 The influence of advertising and external information sources

The influence of advertising and external information sources on career decisions is highlighted by the experiences shared by some interviewees.

The power of advertising is evident in Interviewee 4's story. The interviewee's decision to explore a career opportunity was ignited by seeing an ad in a newspaper. *"It was like 9 years ago, so I was 25 years old. Then I saw an ad in the newspaper. So, I decided to give it a go because the agency was doing recruitment for cadets, she did invite us to come for an induction. So, the dream was just sold in that manner."* The simplicity of stumbling upon an advertisement and being intrigued by the concept showcases how external communication channels can spark interest and prompt individuals to explore new directions.

Interviewee 11's experience demonstrates how online searches and information gathering influence career choices. The interviewee's decision to consider becoming a marine pilot arose from a simple Google search for non-office jobs. *“I knew absolutely nothing when I left school. I didn’t know what I wanted to do. I thought what was expected was engineering, law etc. I always knew that I didn’t want to work in an office admin sort of environment, so I googled, like literally googled non-office jobs and one of the things that came up was marine pilot.”* This indicates how technology and digital platforms can provide exposure to unconventional career options that align with an individual's preferences and aversions.

Interviewee 6s narrative emphasises how academic exposure can also act as a form of advertising. *“I was doing maritime economics as a subject in high school.”* The mention of studying maritime economics as a subject in high school showcases how educational content can interest curiosity and potentially steer individuals toward related career paths.

Interviewee 9: The impact of advertising on career choices extends to Interviewee 9's story as well. *“I only knew cruise liners as a ship, I didn’t know there was container vessels, but I was just attracted to it. Where I live there is no sea, rivers, and ocean, so it’s quite interesting and unique for me.”* Despite residing in an area without direct access to oceans, the interviewee's attraction to the maritime industry was kindled by the unique appeal of ships. This demonstrates how visual representations, such as images of cruise liners, can intrigue and capture one's imagination.

These narratives thus underscore the role of external sources of information in broadening individuals' horizons and introducing them to novel career paths. Accessibility plays a pivotal role in shaping individuals' career choices, as evident from the stories shared by participants. Advertisements disseminated through newspapers, online platforms, and educational settings serve as accessible entry points for individuals to explore potential career opportunities. As interviewee 4 recounted, *"It was like 9 years ago, so I was 25 years old. Then I saw an ad in the newspaper. So, I decided to give it a go because the agency was doing recruitment for cadets, she did invite us to come for an induction."* This narrative underscores the influence of external advertisements in prompting individuals to consider career paths that they might not have otherwise explored. The narratives further illustrate the diverse options that career advertisements can reveal. The participants' stories showcase the breadth of career paths available within the maritime industry. Interviewee 9 highlighted this diversity by sharing, *"I only knew cruise liners as a ship, I didn’t know there was container vessels, but I was just attracted to it. Where I live there is no sea, rivers, and ocean, so it’s quite interesting and unique for me."* This example underscores how exposure to various aspects of a profession through advertisements can broaden individuals' perceptions and spark their interest in unexpected areas. Intriguingly, the stories also shed light on how personal preferences and dislikes play a crucial role in individuals' engagement with career advertisements. This personalised approach guides their online searches and interactions. Interviewee 11's experience exemplifies this phenomenon: *"I knew absolutely nothing when I left school. I didn't know what I wanted to do. I thought what was expected was engineering, law etc. I always knew that I didn't want to work in an office admin sort of environment, so I googled, like literally googled non-office jobs and one of the things that came up was marine pilot."* This narrative showcases how individual inclinations and aversions drive the selection of keywords in online searches, ultimately leading to the discovery of career paths that align with their preferences.

7.7 Retention challenges faced onboard

In the context of this research, the emergence of key themes such as maternity leave, male dominance, sexual harassment, limited experience/lack of training, and ship structure is a testament to the depth and complexity of the research topic. These themes represent critical aspects of the experiences and challenges faced by female seafarers in the maritime industry.

The theme of maternity leave arose from participants' narratives reflecting the unique challenges female seafarers encounter when navigating both their maritime careers and family life. As women within a male-dominated industry, addressing issues related to pregnancy, maternity leave, and family planning are paramount. Participants' discussions about balancing the demands of a maritime career with maternal responsibilities highlighted the significance of maternity leave as a pivotal concern. The emergence of male dominance as a theme stemmed from participants' shared experiences of being outnumbered by male counterparts within the maritime industry. Discussions about unequal representation, challenges in asserting authority, and facing restrained or evident gender bias prompted participants to highlight the pervasive influence of male dominance in shaping their experiences and opportunities.

Sexual harassment as a theme emerged from participants' accounts of inappropriate behaviour, discrimination, and gender-based misconduct within their professional environments. Conversations around instances of discomfort, safety concerns, and the need for safer workplace environments prompted participants to bring forth the distressing reality of sexual harassment that some female seafarers endure. The theme of limited experience or lack of training surfaced as participants discussed their journey into the maritime profession. Many female seafarers have entered the industry with limited prior exposure or training, which led to challenges in establishing credibility and competence. Participants' reflections on their journey from being newcomers to competent professionals highlighted the significance of training and experience in their career progression. The theme of ship structure emerged from participants' discussions about the physical and practical challenges they face onboard ships designed primarily with male seafarers in mind. Conversations about inadequate facilities, accommodations, and amenities for female seafarers illuminated the impact of ship structure on their overall experiences, comfort, and well-being.

7.7.1 Maternity

Maternity means the period during pregnancy and shortly after childbirth. The findings indicate that many women aspire to both a meaningful career as well as a family. These results imply that what is needed is a more conducive environment for women who are pregnant. In terms of more concrete examples, there is a need for the provision of a beneficial maternity policy as well as financial benefits that do not jeopardise women's chances of opportunities, advancement, and retention in the maritime sector.

The discussion around maternity policies reveals a complex landscape where the participants grapple with challenges related to pregnancy, maternity leave, and the financial implications of these circumstances. *“And also, with regards to maternity leave or being pregnant, they need to also try and look at a way that if you are pregnant, it's not frowned upon because pregnancy is a natural thing for a female. For example, if you are pregnant, I think you can stay on board up until you're 6 months. Although it's a big risk because especially with other companies they do international voyages across the oceans. It's not like us where we are mostly local. Yeah. So, there's a big, big, big risk because now the mum says I lost my child and hold the company responsible* was highlighted by interviewees 1. The notion that pregnancy is perceived as a risk, especially during international voyages, underscores the precarious position that pregnant seafarers find themselves in. *“But I presume that if you do fall pregnant and you want to work, then you do sign some indemnity form to indemnify the company”* was stated by interviewee 1. The suggestion that companies should consider allowing pregnant seafarers to stay on board until a certain stage of pregnancy, provided they sign indemnity forms, highlights the need for a nuanced approach to balancing the safety of both the seafarer and the company.

However, the hesitancy among females to report pregnancies due to potential financial repercussions indicates a critical issue concerning the financial well-being of pregnant seafarers. *”One female didn't report it to the company. So, because when you do a scan, they see everything inside your body so that was her last trip. Females often hide their pregnancy for financial reason as they know once they inform the company, they are taken off the ship and their salary get cut*”. Another respondent: *“Friend of mine who was pregnant and then she hid it because now they find out you go home and then you don't get paid, which I think is unfair. Yeah. So, I think like when females are pregnant, companies should like award them* *opportunities to come like help out in the office. So, you can still get paid obviously won't get paid as much as you were getting paid as an officer. It's only fair, especially when the person has been loyal to the company". "To carry on having a normal life. I mean, it's hard enough being pregnant now, then someone cuts a salary by half. I think the company must look at where the vessel is sailing, how close it is to shore should something happen, and you must get a doctor's report as well saying that your pregnancy is OK". "Females. At some stage they will have to start families and once you have kids, it becomes quite challenging because you must be there for your family or your kids as well. That's one challenge and being away from home for a very long time,* as stated by interviewee 1.

The intersectionality of challenges, such as the perception of females in a male-dominated environment, the difficulty in giving orders, and the underlying gender-based discrimination, collectively contribute to the intricate web of issues surrounding maternity policies in the maritime industry. *"Another one would be it is male-dominated. Its males who do not believe in females at all. And yeah, they don't easily take instructions or orders from females. Always be undermined. We must work 100 times more than anyone else. Yeah, that is one challenge as well",* highlighted by interviewee 8.

This financial burden is further exacerbated by the elimination of allowances, raising questions about the fairness of treatment and the need for more equitable policies. *"When I was pregnant, I was taken off the ship and had to stay in the office throughout my pregnancy. They eliminated both my seagoing allowance and my ticket allowance, which together amounted to approximately half of my pay. They neglected to pay my stipend because they overlooked the crucial detail that the job I'm doing at the office required a ticket. Given that I was still producing and working, this didn't make sense. If a male employee goes to school for training, firstly the company gets a replacement for him onboard the vessel, so the company covers both he and his replacement's salary for the duration of his studies. His training cost which includes tuition, food, accommodation gets covered by the company, and he receives his full salary and his allowance, yet he is not contributing to the company in any way". It's that same for a pregnant female, the company still gets a replacement onboard so the benefits should be the same in that the ticket allowance should still be paid as part of retention"* stated by interviewee 1.

Their testimonies also shed light on the practical challenges faced by pregnant seafarers, including issues related to disposal of sanitary items, emphasising the need for gender-sensitive facilities and practices on board. Interviewee 1 *referenced above quoted "Oh my God, number 1, you cannot dump anything overboard. So, when I'm on my monthlies the vessel has these, SHE bins and it's a mess using them as there's no one coming onboard to* *change the bins. So, you must place your sanitary items in a plastic bag and take them to the incinerator machine. You cannot use this machine yourself; only authorised staff can operate it. So, every time you have women's products to burn you must label them as not flammable and needs to be burned, this is to prevent the authorised person from opening the bag."*

Women require access to feminine sanitary items and discreet disposal mechanisms. It is estimated that 40 per cent of female seafarers do not have access to sanitary bins on board ships. Female hygiene products could be sold on ships through bonded stores, and toilets should be equipped with sanitary disposal bags or bins. To guarantee that they can afford to stay at home during maternity leave, the Maternity Protection Convention, 2000 (No. 183) stipulates 14 weeks of maternity benefits (International Labour Organization, 2013). The International Labour Organisation (2013) states that the benefits must equal at least two-thirds of their current wages. The International Labour Organization (ILO) mandates that pregnant female sailors be shielded from working in a hazardous workplace (International Labour Organisation, 2013). A female seafarer's work cannot be terminated due to pregnancy, and she must be permitted to return to the same position she held before taking maternity leave with the same remuneration (International Labour Organization, 2013).

The IMO addressed female seafarers' rights to safeguard them (Singla, 2012). Female seafarers are protected and are entitled to paid maternity leave, pursuant to the IMO (Singla, 2012). The IMO also prohibits discrimination against them in the workplace. Female seafarers need access to restrooms, contraception, and medical care (Singla, 2012). Even though the IMO has laws in place to safeguard female seafarers, these policies are not always followed since enforcement depends on the employer, the culture of the ship, and the soft skills training that staff both on land and at sea undergo. From their own unique vantage point, the researcher probed female seafarers about their specific demands and suggestions for improving the ship's environment to be more accommodating to women. If they were granted design control, what modifications or inclusions would they propose? The responses from women highlighted several key areas of concern. Interviewee 5 pointed out, *"A mirror in the cabin. Having one in the bathroom is no good when you must dry your hair. Hairdryers often don't reach into the bathroom. Seems like a trivial item, but every cabin I've had, I've had to buy my own mirror or try to find a reflective surface."* This comment underscores the significance of seemingly small details in enhancing female seafarers' daily experiences. Another respondent emphasised the importance of work attire tailored to female bodies, stating, *"What really annoys me is when they are not able to provide working clothes or uniforms that fit female bodies. On the onboard library or video shelf, you find only stuff that guys would like."* This comment highlights the need for inclusivity in outfitting seafarers for their tasks, regardless of gender. Furthermore, concerns about shared facilities were raised, with one respondent expressing frustration*: "A different locker room... Sick of having to wear clothes under my overalls because we all take our gear off in the same room."* This observation sheds light on the privacy and comfort considerations for female seafarers in shared spaces. In contrast, the male respondents in the same survey held differing views, humorously suggesting names like *"Ladies Room, Labour room, Gossip corner, Makeup room and Bitching corner."* These contrasting perspectives illuminate the diverse viewpoints surrounding gender-specific facilities and the importance of addressing them sensitively to foster inclusivity on ships.

In conclusion, the theme of maternity leave and related challenges highlights the multifaceted issues that female seafarers face during pregnancy and underscores the need for comprehensive policy reforms, workplace improvements, and a more inclusive approach to designing and operating ships. Addressing these concerns is not only a matter of gender equality but also essential for the well-being, safety, and retention of female talent in the maritime sector.

7.7.2 Male dominance

Male dominance refers to a society dominated or controlled by males and having more males, especially in powerful positions than females.

Interviewee 11 said, "*I feel the biggest factor for me was seeing the male dominance, why aren't there any women here? I mean, if men can do it, we can also do it and maybe we can even do a better job*". Interviewee 6 working in the engine room consisting of light to heavy machinery quoted "*males think that I'm incapable of picking up machinery, often the chief Engineer will say please help the lady". "I understand if its 20 bags of 10 kg, obviously I might not be able to do it alone, but I'm also part of the team, so I should be allowed to do something, not just be told, you can clean up here while we do the hard jobs*". Whilst most participants working in the engine room understand that some machinery is heavy, they should be allowed the opportunity to exert manual dexterity. Interviewee 7 quoted "*if you walk onboard immediately there is a gender separation*" Interviewee 4 said, "*You never taken seriously. So, everything you do, you must put in double effort. You always must prove yourself the whole time*. Interviewee 11 mentioned, "*Well, firstly I was the only South African, so that challenge trump being the only female. I was isolated in that regard because there were Europeans and Filipinos and there was this Indian South African which did not really fit in*".

Zhao (1998) discovered that women felt continually observed and pressured by their male shipmates to work past the point of exhaustion in his study on women seafarers operating on cargo ships for the Seafarers International Research Centre. Women who work at sea report feeling under constant pressure to demonstrate their aptitude by working harder or taking on duties that require more effort. Undoubtedly, males must "prove themselves" when they first board a ship. But compared to tests given to women, theirs are shorter and simpler. While many males say it takes them "a few hours" to be accepted by their shipmates, it usually takes women "a few days" to be able to connect with their male co-workers on somewhat more amenable terms.

In addition to having difficulty finding work aboard ships, women also have difficulty finding types of feasible job opportunities. Women cannot be hired for maritime institutions' programmes in various nations (ITFSeafarers, 2012f). An analysis of early employment trends suggests that there are very few women who work as mariners today and in the past. According to figures from 1998, there were 43,000 registered sailors in India. Only 3 of these mariners were female (Anon., 2003). Even though they had previously worked aboard cargo ships for lengthy periods, China's leading shipping firm stopped hiring women since it was determined that this type of work was inappropriate for them (Chin, 2008:11). Only 150 women are employed by the same firm now, and they are mostly found working in the cruise ships' hotels and restaurants (Anon, 2003: 11). In addition to prejudice from current employers who are unwilling to hire women in what is seen as a male-dominated field, women who finish navigation courses may also encounter discrimination from potential employers (ITF Seafarers, 2012f). On board ships, discrimination, sexual harassment, bullying, and violence are common employment issues for women who work in a predominately male atmosphere that is frequently unpleasant.

In conclusion, the theme of male dominance within the maritime industry underlines the importance of addressing gender disparities and fostering a more inclusive and equitable work environment. Efforts to promote diversity, eliminate discrimination, and provide equal opportunities for all seafarers are crucial to creating a maritime sector that is welcoming, fair, and representative of all individuals, regardless of gender.

7.7.3 Sexual harassment

Sexual harassment is depicted as behaviour characterised by the making of unwelcome and inappropriate sexual remarks or physical advances in a workplace or other professional or social situation. Although this type of behaviour is experienced in most organisations, it poses significant challenges for female seafarers as they are confined to a ship for long periods, enduring constant sexual harassment. Interviewee one said, "*I have experienced sexual harassment and luckily the officers took action and then it got better but not for long" "One guy was making comments about my body that he even took a stick and slap my bum" " Same thing was experienced when I moved to another ship, so it seems as though it's the norm and will not change anytime soon*" Respondent 1: "*So I'm just standing over the railing watching the guys bring up the lifeboats and this old man literally came behind me and put his hand on my bum and he did this in plain sight of everyone. I reported it to the Chief Mate but because they are all Filipinos, they didn't want to take it to the captain. When the vessel came alongside, one of my managers asked me what challenges I am facing and I told him, and I never saw that old man again*". Another said, "*A friend, who has faced sexual harassment, it wasn't very pleasant for her, especially because you're sailing with Russians, so they are dominant. So even if she does report it, she doubts she will even get assistance*".

The lack of female crew members onboard cargo, war, and trade ships contributes to women's sexual vulnerability on board these ships and in the larger maritime industry (ITFSeafarers, 2012f). On board these ships, female seafarers are in a vulnerable position, and unions representing seafarers are actively involved in ensuring that these women are protected against rape and sexual harassment (Finke, 2012). It is debatable, nevertheless, how far it has been applied and what must be done to stop rape and sexual harassment. The onboard managers try to find peaceful methods for the offenders and the offended to comply when ships take a long time to reach the land, but this invariably results in the female seafarer being at a disadvantage because every nation has a different legal system safeguarding women, and it is quite challenging to bring those who violate women to justice through the legal system.

"*When you are at sea, you get extremely lonely as a woman. Men are very lonely and make many advances on women. Sometimes your best protection when you are on board a ship is to find a male partner, as a way of protection against the other men. For me, this has been the way that I cope. If I am on a ship for nine months, I often find a boyfriend. When the other men on board the ship know that you are with someone, they will not make sexual advances towards you. I know what you must think, but I have to do this I would rather have a short-term relationship with one man than be harassed by all the men*" (Female Seafarer no. 6 Interviewed, 19 September 2012).
When Vanesa Soto boarded the Global Mariner, she experienced a similar experience. She has never been on board a ship before (ITF, 2005c). The Global Mariner set sail from London in July 1998 and completed a 20-month journey around the globe, stopping at 86 ports in 51 different nations. 750,000 people attended the sea life exhibits. One of them was Vanesa (ITF,

2005c). This trip served as the impetus for her to decide to seek a career at sea. She committed to a life and profession at sea and spent three years attending Naval School (ITF, 2005c). Vanesa has always been a champion for women on board ships, and she still is now (ITF, 2005c). She has seen two instances of female co-workers being harassed sexually at work. Despite having experienced multiple events at the beginning of her career, she is currently the sole female among 13 male co-workers and has found a collegial, secure, and fulfilling work environment (ITF, 2005c).

Rarely are sexual harassment incidents reported. As noted by Dickinson (2011:5), a union poll (NUMAST) found that 75% of female seafarers reported experiencing sexual harassment, but 73% indicated they failed to report the occurrences. A female South African seafarer described how an officer had harassed her sexually. But when she went to the human resource manager to denounce him for verbally abusing her, he just shrugged and explained that the officer picks on all the ladies to see who will fall for the trap. This is a troubling sign that, despite merchant navy laws against bullying and harassment, management does not take it seriously when it is reported.

Viljoen (2016) related with the researcher with a case of physical and psychological abuse that occurred aboard one of the foreign ships. The sailors visited the sailors' Mission and expressed their refusal to board the ship once more. The issue became so severe that the sailors preferred being deported by the South African police rather than being detained by them.

The worldwide #MeToo movement exposed instances of sexual harassment in many professional fields and, in 2018, it reached the marine industry. Over 500 allegations of sexual harassment by women at sea were made because of the Swedish Wigur, Fransson, and Svensson's campaign (Bergman, 2018). In a study by Theotokas and Tsalichi (2013), professional characteristics, including women's increased exposure to harassment and the tight hierarchical atmosphere at sea, make it easier for sexual assault to go unreported. Thankfully, preventative steps are being taken, such as the IMO's drive for its member nations to enact laws that will stop unwelcome sexual advances and physical sexual harassment from happening in the maritime sector (Thomas, 2004; Hjerpe, 2018). In addition to requiring separate facilities for men and women, the IMO has also banned having only one woman on board at any given time (IMO, 2011). One of the primary causes of the low proportion of women at sea is said to be unfavourable aboard culture. Prejudices, military-like systems, and discrimination, as reported by Mitroussi & Notteboom (2015), have prevented women from entering the maritime industry. Similarly, Kitada (2013) shows how traditional and macho vocabulary are features of workplace environments where males predominate and how these

features deter women from pursuing professions in these industries. Hegemonic masculinity, argued Kitada, is a major cause of the subpar shipboard culture that permits discrimination and abuse to continue unaddressed (Kitada, 2013).
Even while efforts are being made to solve the problem, for the most part, the reality for many women seafarers is unaltered.

In conclusion, the theme of sexual harassment emphasises the urgent need for cultural change within the maritime industry. Addressing the deeply ingrained prejudices, discrimination, and biased workplace cultures is crucial to creating an environment where women can pursue careers at sea without fear of harassment or abuse. The voices of female seafarers, as highlighted in this study, serve as a powerful call to action for industry stakeholders, policymakers, and organisations to prioritise the safety and well-being of women working in maritime professions.

7.7.4 Limited experience / Lack of training

The absence of proper training in the workplace signifies a deficiency in instructional resources and facilities for employees. When employees are not adequately trained at work, their performance can be hindered. In this study, a notable observation was made among respondents in the semi-skilled category, specifically cadets who were embarking on their seagoing careers. Many of them expressed concerns about the lack of training provided on the vessels. Interviewee 7 shared, *"I feel challenged because I only have four months of experience, so I do not possess the comprehensive knowledge required to excel in my role."* Another respondent pointed out, *"During my initial experience on a ship, I encountered a notable absence of training opportunities."*

Several respondents also highlighted the impact of unsupportive training officers, with one remarking, *"The individual responsible for my training made me feel inadequate for not possessing certain knowledge."* Another respondent mentioned gender disparities in access to training opportunities, stating, *"I recall my female friend had completed her maritime studies, yet her wait for a cadetship was significantly longer than that of her male counterparts."*

These accounts shed light on the challenges that arise when employees are not adequately trained, including feelings of inadequacy, frustration, and gender-related disparities in training opportunities.

In conclusion, the theme of inadequate training in the workplace serves as a stark reminder of the importance of robust training programmes, supportive mentors, and equal access to opportunities for all employees. It calls for a renewed commitment from organisations in the maritime industry to invest in training and development, foster inclusive learning environments, and address gender disparities. By doing so, the industry can enhance its workforce's skills, safety, and overall performance, ultimately benefiting both employees and the sector as a whole.

7.7.5 Vessel structure

Amid the vast stretch of the open sea, the maritime world unfolded with its towering vessels and intricate machinery. Yet, within this domain of steel and waves, a challenge quietly persisted, one often overlooked by the untrained eye. It was the structural design of the ships themselves, a design that often failed to accommodate the diverse workforce that the modern era demanded. As the crew members embarked on their journeys across the ocean, they entered a world defined by confined spaces and functional compartments. The ships, meticulously crafted for efficiency and navigation, inadvertently became spaces where the unique needs of female crew members were overlooked. The narrow corridors, cramped living quarters, and shared facilities lacked the privacy and considerations that female employees required.

In a world where isolation was a constant companion, the sense of solidarity was undeniable. Yet, the hierarchical structure aboard ships, built on generations of maritime tradition, often hindered effective communication. Female employees found themselves navigating through a web of command, where voicing concerns or seeking support was an intricate dance that required careful consideration. Moreover, the extended periods spent at sea meant that crew members, regardless of gender, were cut off from the comfort of home and familiar surroundings. For female employees, these conditions were exacerbated by a lack of facilities catering to their specific needs. The absence of designated restrooms or private spaces compounded the challenges they faced, rendering an already demanding environment even more challenging.

Interviewee 1 felt that "*They need to make it more female-friendly #1. For example, most vessels for the lower ranks you share. So, they need to have options, if you share, there must be two females and then it's fine. So, vessels aren't built for females*". "*I think that maybe one of the challenges would be it's not easy to just pick up the phone and be like hey, a female can join, you must consider that cabin. You know, that's always been an issue in every company because we can't share with the male. We can't share showers. We can't share bathrooms. So, I think that could be the biggest challenge. But maybe if there are more and* *more females in the industry it would be more dominated and it would be better. But it's happening slowly, it's eventually happening.*

Interviewee 6 stated *"SHE bins are not like built into the vessel. It's stuff that they had to get because now there are females on board and learn how to maintain them when they need to be changed. Sometimes we need to remind them that now it's the end of the month you need to change the bins for us. We hope more recent and modern designs of vessels will be very like feminine, but for now, they're not really built for females*".

Whether or not sailors shared a cabin with other seafarers was a question that was posed in research by Ellis et al., (2012). The majority (86%) of respondents claimed to have a single-occupancy cabin; however, 14% of respondents said they did share a cabin, usually with two other seafarers. Ten respondents said they had a cabinmate of a different sex, while the majority (95%) said they had a cabinmate of the same sex. Most seafarers who reported sharing a cabin said they did not like it, with only 7% saying they did not "mind sharing at all," according to the 86% who said they had no option. One-quarter of respondents who had a shared cabin said they disliked it "a great deal," indicating that a sizable portion of seafarers find cabin sharing to be an unpleasant and uncomfortable experience. Ratings were much more likely to share a cabin than officers, and younger seafarers (under 30) were significantly more likely to do so than older seafarers. Compared to the other major nationality groups, Filipino and British sailors were more likely to share cabins. Although the sample of British seafarers was very limited in terms of numbers, subsequent investigation showed that 22 of the 31 British respondents who reported sharing a cabin were cadets. Only nine of the 104 Filipino respondents who reported sharing a cabin, a far higher number, were cadets. Vessel structures, if not adopted to cater for women will pose challenges to motivating young females to join the industry.

It was not a matter of capability or passion; the issue lay in the structural limitations that persisted within the heart of the maritime industry. A need arose for a reimagining of ship design, one that factored in the realities of a diverse workforce. As the maritime world navigated the tides of progress, a collective effort emerged to create spaces that embraced the presence of women, recognised the contributions of all, and transformed ships into environments conducive to the growth and empowerment of each crew member, regardless of gender.

In conclusion, the maritime industry stood at the threshold of change, recognising that the design of ships was not just a matter of functionality but also a reflection of inclusivity and equality. By addressing the structural limitations and embracing diversity, the maritime world sought to navigate towards a future where every crew member, male or female, could thrive, contribute, and find fulfilment on the open sea.

7.8 Motivating young females

When research participants were asked how they would motivate young females to join the maritime industry, their responses showcased a range of strategies and insights aimed at encouraging and inspiring the next generation of female seafarers. These motivational approaches can be summarised as follows:

7.8.1 Challenging the norms

These seafarers acknowledge the challenges they face in a profession traditionally dominated by men. Interviewee 1 stated *“Oh, this is a tough one because there are no jobs. That's the main thing now, and because it's an international company, we are all competing with all different people from around the world. But how I would motivate a girl that wants to join the industry? I would tell them it's a very challenging profession. So, you really need to have the balls and be able to speak for yourself, stand up for yourself, because being at sea, it's all about standing your ground to all those men”*. They stand firm, determined to make their mark despite the scepticism and hurdles that come their way. They advocate for standing one's ground, refusing to let gender be a barrier to their success. Their words encapsulate the ethos of breaking barriers and smashing stereotypes, proving that determination is a potent weapon in their arsenal.

7.8.2 The fighting spirit

The journey for female seafarers is marked by a fighting spirit as mentioned by Interviewee 1. *“You must have a fighting spirit. You cannot be a soft person because if you're soft they walk all over you. So, every day on a ship, you basically wake up and you're like, OK, I'm going to fight today, you know, just tell yourself I'm going to fight. No one is going to walk all over me and the other thing, it's not all that bad, to be honest. Yes, there are bad instances, but also that being said, not all seafarer men are the scum. No, I have met friends, and I still have those relationships today with those people that I met at sea, they are my friends. They're my brothers”.* Each day, they rise intending to assert themselves, to carve out their place in an environment that does not always readily welcome them. The metaphorical battle they wage every day on the ship symbolises their readiness to challenge norms, demand respect, and prove their mettle.

7.8.3 Resilience amidst adversity

Amidst the challenges, there is a recognition of the industry's difficulties. The scarcity of jobs, global competition, and steep entry barriers all serve as reminders of the uphill climb they face. *Interviewee 3 stated "Firstly, I'll just be honest, I would first have to see like if they guaranteed like training because getting a ship is not easy to find, so it's not very nice to go speak about a career where people are going to go study and then they're going to stay at home struggling to get onto a ship. So that would be the biggest issue for me. Like it's once you in it's worth it but going in is the hardest. Because it's very steep, you have people that stay home for like 3 years looking for cadetship. Or you can finish today and get cadetship tomorrow. You know our loads are not all the same, but once you are inside, it's a lot of learning*". Yet, it is their resilience that compels them to persevere. They paint a picture of a profession that, once conquered, unlocks doors to a world of learning, advancement, and a unique sense of empowerment.

7.8.4 A World of discovery

Female seafarers revel in the unique opportunities their career presents. The fascination of travel, cultural exploration, and the chance to work with complex machinery shape their motivation. Interviewee 3 stated "*You use 360 sides of your brain and the travelling and it's nice like if you have it in you, you will enjoy it and if you are a hard worker and consistent and always determined you will enjoy it. It's just that you will have to overcome a steep hill first and once you've over that hill, and you've gotten potential you will see the benefits. So basically, being me, attracting them about obviously they're traveling, meeting new people, sailing with different nationalities, discovering new things, but also just working because it's not common like you're working with things that you've never seen before, like you've never seen a purifier. You become so advanced that even at home you start fixing your own light. You start fixing your own toilet. You become very, very advanced. Even at a young age"*. They speak of a profession where every day is different, where one's skills evolve with each challenge overcome. The maritime domain becomes a canvas for growth, learning, and self-discovery.

7.8.5 A Tribute to passion

Throughout their narratives, passion emerges as the driving force. The seafarers convey that a career at sea requires genuine ardour and enthusiasm. Interviewee 5 stated *"OK, so I would say that if you're very passionate about maritime, then it's something that you should go for. Believe if you have passion about something then nothing should like stop you from pursuing a career. Because I mean like passion drives you, drives you through the difficult times. So, I'd say that if you questioned it many times, you should definitely go for it, but also take into* *consideration that there will be pros and cons, just like any other career. One of the things I've mentioned is that working from home, working away from home for like long periods of time, that's one of the things you need to take into consideration because you do work away from home for a long period of time, so if you're like a family person then you going to struggle. And then you must be ready to work long hours". Like most women or most people, fear coming into the maritime industry because people feared being like underwater. Like, I've had people ask me, are you not scared of like sinking with the ship or stuff like that? Even at home, they're. Like you're very brave, I'm like if you're meant to die, you can die anyhow you can".* They underscore the importance of choosing this path for the right reasons, as the journey can be demanding and requires an unyielding commitment to the profession.

7.8.6 Empowerment through challenges

Female seafarers acknowledge that their journey is not without its trials. Interviewee 8 stated *"First, well, I'd say you must have a strong personality. You must be strong. Yeah, because there's so many challenges in all aspects in this career. You must be assertive because most men, or mostly males, do not believe in females, so you will have to always stand your ground. You will have to fight, and sometimes they won't respect you as much as they respect males. You understand they won't give you that respect, but also you must be careful. It's easy or easier for a female to be in trouble than a male. So, you must watch yourself as well, that you don't fall into a trap when you are around. But learn as much. More especially if you get people who are willing to teach you because not everyone would want to teach you stuff. So, whenever you get an opportunity to work with good people, use that opportunity to your advantage"*. They acknowledge the necessity of being strong-willed, assertive, and vigilant. *"You will definitely get challenged as a woman. I don't know if I should stay. There are people who still have a mentality that females are not supposed to be there. Get that challenge as a woman. There is different treatment, so they should expect that not going to get treated as the male. It's not going to be so obvious. But sometimes you know that It's an internal motivation. I think I'll be more realistic and just tell them the truth. Yeah, our job is very dangerous when you're out at sea anything would happen. You can have a man falling off a boat. You can have cargo onboard injuring someone. When you're at the bridge, your mind is always in that space that anything can happen to you, must be extra careful". If this is what they really want, they must prepare themselves mentally, physically, in all states. They must be mentally prepared because at sea it's very different".* They underscore the significance of learning and embracing new skills, often under the guidance of supportive colleagues who value teamwork and collaboration.

7.8.7 Conclusion

The findings of this study reveal several critical insights into the factors influencing career choices and experiences within the context of remuneration, travel, and professional dynamics. Notably, remuneration emerged as a primary attraction for individuals in the workforce, highlighting the importance of financial compensation in career decision-making. However, this financial incentive is intricately linked to a broader desire for unique experiences and exposure that travel can offer. Participants expressed a strong sense of independence and personal motivation, particularly when navigating unknown territories and exploring new environments, indicating a growing intersection between their professional lives and travel aspirations.

Interestingly, the study found that traditional influences, such as family traditions, are no longer as dominant in shaping career paths. Instead, the guidance and influence of parents, friends, and teachers/instructors play a substantial role in career decision-making. This shift suggests a move toward a more diverse and supportive network of influencers, reflecting changing societal norms and values around career development.

However, significant challenges persist, particularly concerning gender dynamics within the workplace. The issue of maternity leave and support remains a pressing concern for female employees, with inadequate remuneration during this period compounding the challenges faced by women in balancing their professional and personal lives. Furthermore, the persistence of male dominance and sexual harassment in the workplace highlights a need for continued advocacy and intervention to create safer and more equitable work environments for all employees.

In summary, this study provides a nuanced understanding of the factors influencing career choices and experiences, with remuneration being a key driver alongside personal motivations for travel. It underscores the importance of supportive networks while also highlighting ongoing challenges, particularly for women in the workforce. Addressing these issues will be crucial for fostering an inclusive and empowering work environment that supports the aspirations of all employees.

8 Recommendations

The findings of this study provide several critical insights into the multifaceted factors influencing career choices and experiences related to remuneration, travel, and professional dynamics. A primary takeaway is the pivotal role of remuneration as an attraction for individuals in the workforce, underscoring the significance of financial compensation in career decision-making. This financial incentive, however, is intricately intertwined with a broader desire for unique experiences and exposure that travel offers. Participants expressed a profound sense of independence and personal motivation, particularly when navigating unfamiliar territories and exploring new environments. This suggests an emerging intersection between their professional aspirations and the pursuit of travel, highlighting the importance of experiential learning in shaping career paths.

Additionally, the study reveals a noteworthy shift in the influences guiding career choices. Traditional factors, such as family traditions, have diminished in their dominance, giving way to the guidance and influence of parents, friends, and educators. This evolution reflects changing societal norms and values surrounding career development, indicating a move toward a more diverse and supportive network of influencers that empowers individuals to make informed career decisions.

However, significant challenges remain, particularly regarding gender dynamics within the workplace. The issue of maternity leave and support emerges as a pressing concern for female employees, with insufficient remuneration during this critical period exacerbating the difficulties women face in balancing their professional and personal lives. Furthermore, the ongoing prevalence of male dominance and sexual harassment in the workplace underscores the urgent need for continued advocacy and intervention to foster safer and more equitable work environments for all employees.

Overall, these findings illuminate both the opportunities and challenges present in the contemporary workforce, emphasizing the need for ongoing dialogue and action to address gender disparities and promote inclusivity in career development.

8.1 Attraction factors

Remuneration, often synonymous with salary or compensation, emerged as a pivotal driving factor in attracting individuals to maritime careers. The historical perspective provided by participants, reminiscing about the allure of attractive salaries in the past, highlights the enduring appeal of financial incentives. This theme aligns with existing research by scholars like Borovnik (2003), Barnett et al. (2006), and Jianzhong (2014), emphasising the crucial role of salary in attracting individuals to seafaring professions.

It is recommended to conduct periodic reviews of remuneration packages, ensuring their competitiveness within the market. This involves a thorough consideration of industry benchmarks and economic factors to make precise adjustments to salaries. Additionally, exploring inventive approaches to structuring compensation, such as incorporating performance-based incentives and benefits aimed at enhancing overall well-being, is advised. To further promote fair and appealing remuneration standards, collaboration with industry associations is crucial, advocating for practices that align with evolving market dynamics and foster a positive and sustainable work environment.

The theme of Travel represents the compelling allure of embarking on global journeys as an integral part of one's profession. Participants highlighted exposure to unique experiences and the transformative power of travel. This theme resonates with the observations made by Fernandez Gonzalez et al. (2014), who noted that mariners have the opportunity to travel and experience diverse cultures within the context of business operations. To enhance the allure of maritime careers, it is recommended to emphasise the adventurous dimensions in recruitment materials and outreach endeavours. Incorporate authentic narratives depicting seafarers engaging in diverse cultures and embarking on unique global journeys, thereby showcasing the profound and transformative impact of travel. Collaboration with marketing teams is essential to craft compelling content that effectively communicates these captivating aspects. Additionally, the development of programmes fostering cultural exchange and personal growth within maritime careers is recommended, providing tangible opportunities for individuals to enrich their professional and personal lives through unique and transformative experiences.

Family Tradition, once considered a dominant influence on career decisions, has evolved into a more nuanced factor. Contrary to Whiston and Keller's perspective, all participants unequivocally stated that family traditions played no role in their decision to pursue maritime careers. This shift prompts a reconsideration of traditional notions regarding the role of family traditions in shaping career choices.

The Influence of Parents and Friends emerged as a significant theme, illustrating the substantial role of personal connections within social circles in shaping professional paths. Parents actively engaging in the search for bursaries related to marine biology and casual conversations leading to exposure to new career paths exemplify the impact of these relationships. This theme aligns with the findings of Guo, Liang, and Ye (2006), who observed that students enrol in navigation courses due to peer pressure. Establish comprehensive outreach initiatives that actively engage parents and friends in career exploration events. Formulate interactive forums or webinars specifically designed to enlighten parents and friends about the maritime industry and its diverse opportunities. Foster a positive narrative surrounding maritime careers within social circles, emphasising the rewarding aspects of pursuing professions in the field. Equip parents and friends with valuable resources to facilitate well-informed decision-making regarding maritime professions, empowering them to offer meaningful support to individuals navigating career choices within the maritime sector.

Guidance Teachers and Instructors play a vital role in shaping individuals' career choices by providing exposure, information, and educational experiences that resonate with students' interests. The narratives shared by participants demonstrate the profound impact educators can have on sparking curiosity and passion for maritime studies. This theme supports Guo, Liang, and Ye's (2006) findings that students are influenced by educators in choosing maritime careers. Implement a robust strategy for continuous professional development, ensuring that guidance teachers and instructors stay abreast of evolving trends in the maritime industry. Foster collaboration with educational institutions to seamlessly integrate maritime-related content into existing career guidance programmes. Initiate mentorship programmes that facilitate meaningful connections between experienced maritime professionals and students, offering valuable insights and guidance. Develop comprehensive informational materials tailored for guidance teachers, providing them with resources to enlighten students about the diverse and rewarding opportunities within the maritime sector.

The Impact of Advertising and External Information Sources is highlighted through participants' experiences, emphasising the power of advertising, online searches, and academic exposure in influencing career choices. This theme underscores the role of external sources of information in broadening individuals' horizons and introducing them to novel career paths. Strategically invest in targeted advertising campaigns to effectively communicate the benefits and abundant opportunities within maritime careers. Harness the power of online platforms and social media to engage with a diverse audience, with a particular emphasis on reaching younger demographics. Forge collaborative partnerships with educational institutions to ensure the availability of accurate and up-to-date information for students. Cultivate relationships with career guidance platforms to actively promote maritime professions as not only viable but also immensely rewarding career choices. Collaborate extensively with schools, colleges, and universities to seamlessly integrate maritime-related content into curricula. Encourage the active participation of industry professionals in guest lectures, workshops, and career fairs to provide valuable insights. Supply educational institutions with comprehensive materials and resources highlighting the diverse and promising career paths available within the maritime sector. Take proactive steps by establishing scholarship programmes and sponsorships to inspire and support students in pursuing maritime studies.

In conclusion, the study's exploration of these themes provides valuable insights into the complex and multifaceted nature of career motivations within the maritime industry. Understanding these factors is crucial for industry stakeholders, policymakers, and educators to tailor strategies that attract and retain talent in maritime professions. Additionally, the study contributes to the existing body of knowledge by offering nuanced perspectives on the evolving influence of family traditions and the pivotal role of various interpersonal and informational sources in shaping career decisions within the maritime sector.

8.2 Retention challenges

The recommendations presented in the sections on Maternity and Family Policies, Diversity and Inclusion Initiatives, Preventing Sexual Harassment, and Ship Structure Innovation underscore the importance of creating a supportive and inclusive environment within the maritime industry. These recommendations align with existing literature, providing a comprehensive framework for addressing gender-related challenges and improving the overall well-being of seafarers.

The recommendation to adopt comprehensive maternity and family policies aligns with existing research on gender equality and work-life balance in the maritime industry. As stated by a study (Smith et al., 2018), "Ensuring women have access to supportive family policies is crucial for their recruitment and retention in traditionally male-dominated industries." The extended maternity leave and parental leave suggestions resonate with studies emphasising the need for flexibility to accommodate the diverse needs of seafarers (Bowen et al., 2019). Champion the extension of maternity leave provisions within the maritime industry, advocating for a timeframe that adequately accommodates the stages of pregnancy, childbirth, and postpartum recovery. This initiative aims to alleviate stress and minimise physical strain on new mothers, fostering a conducive environment for establishing stronger bonds with their newborns. Broaden family policies to encompass parental leave, with a focus on promoting gender balance in caregiving responsibilities. Afford both mothers and fathers the flexibility to actively participate in childcare duties without compromising their professional trajectories. This approach not only supports the well-being of parents but also contributes to fostering a more equitable and family-friendly maritime workplace culture.

The call for diversity and inclusion initiatives reflects a growing awareness of the need for gender balance within the maritime sector. Research by Brooks and Cohn (2017) notes, "Diversity training programs are essential for promoting gender equality and combating unconscious bias in the workplace." The recommendation to implement zero-tolerance policies is in line with studies advocating for a cultural shift toward intolerance of gender-based discrimination (Desmond-Hellmann, 2017). Gender-neutral facilities and the promotion of female role models resonate with research emphasising the importance of creating an inclusive workplace environment (Shore et al., 2011). Implement and enforce strict anti-discrimination policies to protect pregnant seafarers and new mothers from unfair treatment. Ensure a workplace free from bias, fostering a supportive environment for all employees.

The recommendations for comprehensive anti-sexual harassment policies and mandatory training align with the literature emphasising the significance of robust measures to address workplace harassment (Bertrand, 2018). The emphasis on zero-tolerance and leadership commitment is supported by studies suggesting that a strong organisational stance against harassment is essential (Cortina et al., 2017). The call for supportive resources is in line with research highlighting the importance of aiding victims of harassment (Richman et al., 2018). Establish and rigorously enforce robust anti-sexual harassment policies within the maritime industry, featuring clearly defined terms and comprehensive reporting guidelines. Ensure the accessibility of these policies by translating them into multiple languages. Institute anonymous reporting mechanisms, such as hotlines or online systems, to empower seafarers to report incidents without the fear of retaliation. Implement mandatory sexual harassment prevention training for all seafarers, covering crucial topics like the identification of harassment, reporting procedures, and bystander intervention. Actively engage leaders in championing anti-sexual harassment efforts, fostering a workplace culture that prioritises safety. Conduct thorough and impartial investigations into reported incidents, holding perpetrators accountable through appropriate consequences. This comprehensive approach is vital for creating a workplace free from harassment and ensuring the well-being and dignity of all seafarers.

The recommendations for ship structure innovation align with studies emphasising the impact of living conditions on seafarer well-being. Research by Slišković and Vladislavić (2017) highlights that "Improving living quarters, recreational areas, and prioritising privacy are crucial for enhancing the quality of life for seafarers." The call for gender-neutral facilities and recreational areas resonates with literature advocating for ship designs that accommodate diverse crews and promote a sense of community (Jiang et al., 2018). Revamp ship layouts to prioritise privacy for all crew members, ensuring that cabins, restrooms, and common areas offer dedicated private spaces. Retrofit vessels and maritime workplaces to incorporate gender-neutral facilities, guaranteeing equal access and privacy for both male and female seafarers. Innovate ship designs by including recreational areas and communal spaces dedicated to relaxation and social interaction, such as lounges, libraries, gyms, and outdoor decks for leisure activities. Invest in ongoing research and development initiatives to explore avant-garde ship design concepts, keeping pace with technological advancements in maritime architecture. Strive to ensure that ship designs not only comply with international maritime regulations but also integrate innovations that enhance seafarer well-being, aligning with industry standards and fostering a positive working environment.

9. Recommendations for future research

Conduct longitudinal studies to track the career trajectories of female seafarers over time. By examining their experiences, challenges, and successes at various stages of their careers, researchers can gain valuable insights into factors influencing career progression and retention. Undertake comparative studies to explore differences in the experiences of female seafarers across different maritime sectors, regions, and cultures. By comparing these experiences, researchers can identify contextual factors that shape gender dynamics within the maritime industry. Integrating intersectionality, a critical theoretical framework that highlights how intersecting systems of oppression shape the lived experiences of individuals marginalized by inequity into future research is essential for exploring the complex interplay between gender and other identity markers, such as race, ethnicity, class, and nationality. By adopting this approach, researchers can gain a more nuanced understanding of the diverse experiences of female seafarers, capturing the multifaceted challenges they face and the unique contexts that influence their lives. This deeper insight will contribute to more effective advocacy and support for these groups, ultimately fostering greater equity within the maritime industry. Future studies should prioritize engaging with critical literature on gender and work, particularly from established outlets such as the Gender, Work & Organization journal. This engagement will enrich the research landscape, providing valuable theoretical insights and contemporary perspectives that can enhance the understanding of gender dynamics within various work contexts.

Investigate organisational climates within maritime companies and institutions to assess their impact on gender equality and inclusivity. Research can explore factors such as leadership support, diversity policies, and workplace culture in shaping the experiences of female seafarers. Evaluate the effectiveness of mentorship and support programmes for female seafarers in enhancing career development and retention. Future research can assess the impact of mentorship initiatives on professional growth, job satisfaction, and overall well-being.

Analyse existing maritime policies and regulations to identify areas for improvement in promoting gender equality and diversity. Research can examine the implementation of policies related to recruitment, training, promotion, and work-life balance for female seafarers. Conduct qualitative studies to explore the role of family dynamics, cultural norms, and societal expectations in shaping female seafarers' career choices and experiences. By understanding these influences, researchers can develop targeted interventions to support women in maritime careers. Explore innovative research methods such as participatory action research, arts-based approaches, or digital storytelling to capture the diverse voices and experiences of female seafarers. These methods can offer alternative ways of understanding and representing their lived realities.

Foster collaborative research initiatives involving industry stakeholders, academic institutions, and advocacy groups to address gender disparities in the maritime sector. By bringing together diverse perspectives and expertise, researchers can develop holistic strategies for promoting gender equity and inclusivity. Conduct long-term impact assessments of interventions aimed at promoting gender diversity and inclusion in the maritime industry. By evaluating the sustained effects of these initiatives, researchers can identify best practices and lessons learned for future interventions.

Overall, future research should aim to address the gaps and limitations identified in this study while advancing knowledge and understanding of gender dynamics in the maritime profession. By adopting a multifaceted approach and leveraging interdisciplinary perspectives, researchers can contribute to creating a more equitable and inclusive maritime industry for all.

10 Conclusion

In conclusion, the multifaceted exploration of factors influencing maritime careers reveals a nuanced interplay between historical allure and evolving considerations. Remuneration emerges as a timeless magnet, with its historical significance echoed in the participants' narratives. To sustain this appeal, it is recommended to regularly review remuneration packages, incorporating industry benchmarks and innovative structures, while collaborating with associations for fair and competitive standards. The allure of Travel represents a profound aspect of maritime careers, emphasising unique experiences and transformative journeys. To enhance this allure, recruitment efforts should spotlight the adventurous dimensions, incorporating real-life narratives and fostering cultural exchange programmes to enrich seafarers' professional and personal lives. Family Tradition, once dominant, now yields to nuanced individual choices, prompting a reconsideration of its impact. The Influence of Parents and Friends emerges as a pivotal theme, advocating for inclusive outreach initiatives and positive narratives to empower informed decision-making within social circles. Guidance Teachers and Instructors play a pivotal role in influencing maritime career choices through exposure and education. Recommendations include continuous professional development, collaboration with institutions for curriculum integration, mentorship programmes, and tailored informational materials to amplify educators' impact.

External Information Sources wield substantial influence, urging strategic investment in advertising campaigns, online presence, and collaborations for accurate information dissemination. These efforts should extend to educational institutions, where professionals actively participate in events to present comprehensive insights into maritime careers. Maternity and Family Policies, an imperative for gender equality, align with established research. Recommendations advocate for extended maternity leave, parental leave, and comprehensive family policies to foster a supportive and equitable maritime workplace. Diversity and inclusion initiatives are crucial for industry evolution and find support in training programmes, zero-tolerance policies, and the promotion of female role models. The aim is to establish bias-free workplaces that champion equality. Preventing sexual harassment is a critical concern that necessitates comprehensive policies, training, and support mechanisms. By prioritising a zero-tolerance culture and leadership commitment, the industry can create a safe and respectful environment for all. Ship Structure Innovation, grounded in studies highlighting the impact on seafarer well-being, calls for revamped layouts, gender-neutral facilities, and recreational areas. Continuous research and adherence to regulations ensure designs that prioritise the comfort and positive mental health of seafarers. In essence, by addressing multifaceted challenges and prioritising the well-being of its workforce, the industry can fortify its reputation and appeal to a diverse and talented cadre, ensuring long-term sustainability and growth.

The motivations of female seafarers reflect a combination of determination, passion, resilience, and a commitment to breaking down barriers. They forge their paths through challenges, knowing that every step contributes to a more inclusive and empowered maritime industry. Their narratives offer a glimpse into the world of women who sail against the wind, inspiring others to embrace their unique callings and pursue their dreams with unwavering determination.

The recommendations, rooted in both practical considerations and established research, provide a holistic approach to fostering a more inclusive, supportive, and innovative maritime industry. By addressing gender-related challenges and prioritising seafarer well-being, the industry can enhance its reputation and attractiveness to a diverse and talented workforce, ultimately contributing to long-term sustainability and growth.

REFERENCES

Abaya, A. R., Rivera, J. J. L., Roldan, S., & Sarmiento, R. (2018). Does long-term length of stay on board affect the repatriation rates of seafarers? International Maritime Health, 69(3), 157–162. https://doi.org/10.5603/imh.2018.0025 (Accessed: 22.06.2022)

ABC, N, 2013. Costa Concordia disaster: Five jailed, Captain Schettino still on trial [Online]. Canberra: Australian Broadcasting Corporation. http://www.abc.net.au/news/2013-07-20/five-jailed-over-costa-concordiadisaster/4833148. [Date of access: 27th April 2022]

ACAPS (2012) Qualitative and Quantitative Research Techniques for Humanitarian Needs Assessment.

Afzal, F.M., Mahmood, K., Sherazi, S.M.R. and Hassan, M. 2013. Effect of human resources planning on organisational performance of telecom sector 2(2), 173 - 182.
Akhigbe, O.J. 2013. A key factor in ensuring the effectiveness and efficiency of organisation. *Journal of Emerging Trends in Economics and Management Sciences*, 4(4), 388 - 396.

Albert M., Dodeler N. and Guy E., 2016. From a seafarer's career management to the management of interwoven sea- and shore-based careers. Université du Québec à Rimouski, Canada. https://journals.sagepub.com/doi/full/10.1177/2158244016634146 [Accessed: 04.02.2022].

Alburo, F. and Danilo A. 2001. Skilled Labor Migration from Developing Countries: Study on the Philippines‖. International Migration Papers 51, International Labour Office: Geneva.

Alexander, J.A., Lichtenstein, R., Oh, H.J. and Ullman, E. 1998. A causal model of voluntary turnover among nursing personnel in long-term psychiatric settings. Research in Nursing and Health, 21, 415-427. http://dx.doi.org/10.1002/(SICI)1098-240X(199810)21:53.0.CO;2-Q [Accessed: 28.02.2022].

Allen, D.G., Mahto, R.V. and Otondo, R.F. (2007), "Web-based recruitment: effects of information, organizational brand, and attitudes toward a Web site on applicant attraction", *Journal of Applied Psychology*, Vol. 92 No. 6, p. 1696.

Aluwihare-Samaranayake, D. 2012. Ethics in qualitative research: a view of the participants' and researchers' world from a critical standpoint. *International Journal of Qualitative Methods,* 11(2), 64-81.

Amante Maragtas S. V. 2003. Philippine global seafarers: A profile. Seafarers' *International Research Centre (SIRC) Paper*. Cardiff, South Wales: SIRC, Cardiff University.

Amsol.co.za. 2016. AMSOL | African marine solutions. [online] Available at: <https://www.amsol.co.za/> [Accessed 16 October 2020].

Anand, J. 2016. The impact of e-recruitment and challenges faced by HR professionals. *International Journal of Applied Research*, 2(3), 410-413.

Andrews, D.R. and Wan, T.T. 2009. The importance of mental health to the experience of job strain: an evidence-guided approach to improve retention. *Journal of Nursing Management*, 17, 340-351. http://dx.doi.org/10.1111/j.1365-2934.2008.00852.x [Accessed: 25.04.2022].

Anon. 2003. Women seafarers: global employment policies and practices. Geneva: International Labour Office.

Armstrong, M. 2006. *A Handbook of human resource management practice*. 10th ed. Cambridge University Press.

Armstrong, M. 2012, 2014. *Armstrong's handbook of human resource management practice.* London: Kogan Page Limited.

Arnold, E. 2005. Managing human resources to improve employee retention. *Health Care Manager*, 24, 132-140. http://dx.doi.org/10.1097/00126450-200504000-00006 [Accessed: 15.06.2022].

Ary, D., Jacobs, L., Sorensen, C., and Walker, D. 2013. *Introduction to research in education*. Cengage Learning.

Babbie, E. 2013. *The practice of social research*. 13th edition. Belmont: Wadsworth, Cengage Learning.

Bajpaee, R. 2005. Seafarer shortages. *Connecticut Maritime Association Shipping Conference, Stamford*, *Connecticut,* 21-23 March 2005

Baker, S.E. and Edwards, R. 2012. How many qualitative interviews is enough? Expert voices and early career reflections on sampling and cases in qualitative research. National Centre for Research Methods Review Paper. 2012; http://eprints.ncrm.ac.uk/2273/4/how_many_interviews.pdf. Accessed 27.08. 2022.

Bali, M. and Dixit, S. 2016. Employer brand building for effective talent management. *International Journal of Applied Sciences and Management,* 2(1), 183 - 191.

Baltic and International Maritime Council (BIMCO) and the International Chamber of Shipping (ICS). 2015. Manpower report - The global supply and demand for seafarers in 2015. Executive summary. London, UK: Marisec Publications. http://www.ics-shipping.org/docs/default-source/resources/safety-security-and-operations/manpower-report-2015-executive-summary.pdf?sfvrsn=16 [Accessed: 06 February 2022]

Baptiste, N. R. 2007. Tightening the link between employee wellbeing at work and performance: a new dimension for HRM. *Management Decision*, 46(2), 284-309. doi:10.1108/00251740810854168

Barnett, M., Gatfield, D., Overgaard, B., Pekcan, C. and Graveson, A. 2006. Barriers to progress or windows of opportunity? A study in career path mapping in the maritime industries. *WMU Journal of Maritime Affairs*, 5(2), 127-142.

Barney, J. B. and Wright, P. M. 1998. On becoming a strategic partner: The role of human resources in gaining a competitive advantage. *Human Resource Management*, 37(1), 31-46.

Baron, J.N, Hannan, M.T. and Burton, M.D. 2001. Labor pains: changes in organizational models and employee turnover in young, high-tech firms. *American Journal of Sociology*, 106, 960-1012. http://dx.doi.org/10.1086/320296

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.

Baumler, R., Bhatia, B. S., & Kitada, M. (2021). Ship first: Seafarers' adjustment of records on work and rest hours. Marine Policy, 130, 104186. https://doi.org/10.1016/j.marpol.2020.104186

Belcher, P., Sampson H., Thomas M., Veiga J. and Zhao, M. 2003. Women seafarers – global employment policies and practices, (Geneva, Switzerland: ILO).

Berg, B. L. and Lune, H. 2012. *Qualitative research methods for the social sciences* (8th ed.). Pearson Education. Upper Saddle River, NJ

Bertrand, M. 2018. "Coase Lecture – The Glass Ceiling," Economical, London School of Economics and Political Science, vol. 85(338), pages 205-231, April.

Bhandari, P. 2022. Correlational Research | When & How to Use. [online] Scribbr. Available at: <https://www.scribbr.com/methodology/correlational-research/> [Accessed 21.08 2022].
Bhatnagar, J. 2007. Talent Management strategy of employee engagement in India ITES employees: key to retention. *Employee Relations*, 29(6):640-663.

Bhattacharya, S. 2009. The impact of the ISM code on the management of occupational health and safety in the maritime industry. PhD thesis, Cardiff University.
Bhattacherjee, A. 2012. *Social science research*. USF Tampa Bay: Open University Press, pp.103 – 111

BIMCO/ISF. 2010. Manpower 2010 update, the worldwide demand and supply of seafarers. Available from: http:www.bimco.org [Accessed 06th October 2021].

Binghay, V. C. 2005. 'Ensuring occupational health and safety for overseas Filipino seafarers'. Proceedings of the Beyond 2010: Leadership, Public Administration and Governance (The Diaspora of Filipino: Strategic Issues, Concerns, And Alternatives), 1st-5th February, 2005, Quezon City.

Birks, M. and Mills, J. 2015. Grounded theory: A practical guide. London. Sage.

Blaikie, N. 2007. *Approaches to social enquiry* (2nd ed.). Cambridge: Polity Press.

Bloor, M., Thomas, M. and Lane, T. 2000. Health risks in the global shipping industry: An overview. Health, Risk & Society, 2(3), 329-340.case study. *Marine Policy*, 36(4), 845-858.

Bogdan, R. C. and Biklen, S. K. 2003. *Qualitative Research of Education: An Introduction to Theories and Methods*. 4th ed. Boston: Allyn and Bacon.

Bonner, D.J. 1990. Effects of Corporate Wellness Programs on Absenteeism and Health Care Costs: A Meta-Analysis. *Applied H.R.M. Research*, 1(2) 32-37.

Bonnin, D. and Wood, G. 2002. Seafarer training and the availability of training berths: the case of the South African shipping industry. Report for Transport, Education and Training Authority. Durban: University of KwaZulu Natal.

Bonnin, D., Lane, T., Ruggunan, S. and Wood, G. 2004. Training and development in the maritime industry: The case of South Africa. *Human Resource Development International*, 7(1), 7-22.

Borovnik, M. 2004. Are seafarers migrants? Situating seafarers in the framework of mobility and transnationalism. New Zealand Geographer, 60, 36-43. http://dx.doi.org/10.1111/j.1745-7939.2004.tb01703.x [Accessed 15.05 2022].

Borovnik, M. 2006. Working overseas: Seafarers' remittances and their distribution in Kiribati. *Asia Pacific Viewpoint*, 47, 151-161. http://dx.doi.org/10.1111/j.1467-8373.2006.00298.x [Accessed 21.08 2022].

Borovnik, M. 2011. Occupational health and safety of merchant seafarers from Kiribati and Tuvalu. *Asia Pacific Viewpoint*. 2011;52(3):333-46. doi: 10.1111/j.1467-8373.2011.01459.x. PMID: 22216477.

Bouwer, R., Béguin, A., Sanders, T. and van den Bergh, H. 2015. Effect of genre on the generalizability of writing scores. *Language Testing*, 32(1), 83-100. http://dx.doi.org/10.1177/0265532214542994 [Accessed 18.07 2022].

Bowen, A., Ahmed, A. and Feng, C.X. 2019. Trajectories of maternal depressive and anxiety symptoms from pregnancy to five years postpartum and their prenatal predictors. BMC Pregnancy Childbirth 19, 26 (2019). https://doi.org/10.1186/s12884-019-2177-y [Accessed: 04.02.2022].

Boyle, D.K., Bott, M.J., Hansen, H.E., Woods, C.Q. and Taunton, R.L. 1999. Managers' leadership and critical care nurses' intent to stay. *American Journal of Critical Care*, 8, 361-371.

Branch, A. E. 2007. *Elements of shipping*. United Kingdom: Routledge.

Branham, L. 2005. Planning to become an employer of choice, in *Journal of Organizational Excellence*, Vol. 24, Iss. 3, pp. 57-68.

Braun, V. and Clarke, V. 2006. Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3 (2), 77-101.

Brewerton, P. and Millward, L. 2001. *Organizational research methods*. London, Sage.

Brooke, M. 2013. Which research paradigm for TESOL? Theory and practice in language studies, *Academy Publisher,* 3(3), 430-436. https://doi.org/10.4304/tpls.3.3.430-436

Brooks, R. 2002. "Why is unemployment high in the Philippines?," IMF Working Papers 2002/023, International Monetary Fund.

Brown, R.B. 2006. "*Doing your dissertation in business and management: the reality of research and writing*". London. Sage Publications.
Bryman, A. 1988. *Quantity and quality in social research*. London: Sage.

Bryman, A. 2008. 2012. *Social research methods*. 3rd Edition, Oxford University Press., New York.

Bryman, A. and Bell, E. 2015. *Business research methods*. USA: Oxford University Press

Bryngelson, A., Bacchus Hertzman, J. and Fritzell, J. 2011. The relationship between gender segregation in the workplace and long-term sickness absence in Sweden. *Scand J Public Health* 2011;39:618–626.

Bunderson, J. and Thompson, J. 2009.The call of the wild: zookeepers, callings and the dual edges of deeply meaningful work. *Administrative Science Quarterly*, 54, 32-57.

Burrell, G. and Morgan, G. 1979. *Sociological paradigms and organisational analysis*. London: Heinemann Educational.

Caesar L., Cahoon S. and Fei J. 2015. Exploring the range of retention issues for seafarers in global shipping: opportunities for further research. *WMU Journal of Maritime Affairs* 14 (1) pp. 141–157.
https://www.researchgate.net/publication/262182793_Human_resource_management_practices_in_Shipping_Companies_A_study [Accessed: 06.02.2022]

Caesar, D. L., Cahoon, S. and Fei, J. 2013. Breaking the psychological contract and managing expectations: Developing solutions for the shortage of ship officers. The 2013 International Association of Maritime Economists Conference, Marseille, France. 3rd - 5th July 2013, pp. 1-18.

Caesar, D.L. 2016. Global shortage of ship Officers: an investigation of the complexity of retention issues among Australian seafarers. *Shipping and Transport*. Tasmania University: Australian Maritime College

Cahoon, S. and Haugstetter, H. 2008. Shipping, shortages and generation Y. 8th International Conference on Maritime Training, Communication and Technology (MARTECH), Singapore. 13th -14th October 2008, pp. 9.

Cahoon, S., Caesar, D.L. and Fei, J. 2014. 'Human resource practices in seafaring: Opportunities for improving retention' in Contemporary marine and maritime policy, ed. J. XU, Nova Science Publishers, New York, 85-103.

Cairncross, F. 2000. Inside the Machine: Survey of E-Management, The Economist, 11/11, 6

Cameron, J., Banko, K.M. and Pierce, W.D. 2001. Pervasive negative effects of rewards on intrinsic motivation: the myth continues. *The Behavior Analyst*, 24: 1-44.

Cappelli, P. and Keller, J.R. (Eds.). 2017. The historical context of talent management. In D.G. Collings, K. Mellahi & W.F. Cascio (Eds.). *The Oxford Handbook of Talent Management* (pp. 23–42). Oxford: Oxford University Press

Cardy, R.L. and Lengnick-Hall, M.L. 2011. Will they stay or will they go? Exploring a customer-oriented approach to employee retention. *Journal of Business and Psychology*, 26, 213-217. http://dx.doi.org/10.1007/s10869-011-9223-8 (Accessed: 03 March 2022).

Carr, L. T. 1994. The strengths and weaknesses of quantitative and qualitative research: what method for nursing? *Journal of Advanced Nursing*, 20(4), 716-721. http://dx.doi.org/10.1046/j.1365-2648.1994.20040716.x (Accessed: 08 May 2022).

Carrera-Arce, M., Bartusevičienė, I., & Divari, P. (2022, July 29). Healthy workplace onboard: Insights gained from the COVID-19 impact on mental health and wellbeing of seafarers. Work, 1–12. https://doi.org/10.3233/wor-210791

Carroll, P. E. and Bailey, A. L. 2016. Do decision rules matter? A descriptive study of English language proficiency assessment classifications for English-language learners and native English speakers in fifth grade. *Language Testing*, 33(1), 23-52. http://dx.doi.org/10.1177/0265532215576380 (Accessed: 09 June 2022).

Caulfield, J. 2022. *How to Do Thematic Analysis | Step-by-Step Guide & Examples.* Scribbr. Retrieved November 12, 2022, from https://www.scribbr.com/methodology/thematic-analysis/

Cele, P.T. 2003. Women in the Maritime Sector in South Africa: A case study of the Durban unicity (specifically, the National Ports Authority and the South African Port Operations), Women in the maritime sector in South Africa: a case study of the Durban unicity (specifically, the National Ports Authority and the South African Port Operations). dissertation. Available at: https://researchspace.ukzn.ac.za/server/api/core/bitstreams/933048e9-9791-4c23-a709-35fa7814d3dc/content (Accessed: 03 March 2024).

Chalhoub-Deville, M., and Deville, C. 2008. Utilizing psychometric methods in assessment. In E. Shohamy, and N. H. Hornberger (Eds.), *Encyclopedia of language and education* (2nd ed., Vol. 7, pp. 211-224). New York, NY: Springer Science + Business Media LLC.

Charmaz, K. 2008. Grounded theory as an emergent method. In, SN Hesse-Biber, & P. Leavy (Eds.), *Handbook of emergent method* (pp. 155-170). New York: The Guilford Press.

Chikumbi, C.N.L. 2011. An investigation of talent management and staff retention at the Bank of Zambia. Master's dissertation. Nelson Mandela Metropolitan University Business School.

Chin, C. B. N. 2008. *Cruising in the global economy: profits, pleasure, and work at sea*. England: Ashgate Publishing Company.

Cho, S., Johanson, M.M. and Guchait, P. 2009. Employees intent to leave: A comparison of determinants of intent to leave versus intent to stay. *International Journal of Hospitality Management*, 28: 374 – 381.

Christeen, G. 2015. Retaining professional workers: what makes them stay? *Employee Relations*, 37, 102Lener-121. http://dx.doi.org/10.1108/ER-10-2013-0151

Clutterbuck, D. 2003. Managing work-life balance: a guide for HR in achieving organizational and individual change. London: Chartered Institute of Personnel and Development.

Cohen, L., Manion, L. and Morrison, K. 2011. Research methods in education (7th ed.). London: Routledge.

Cohen, L., Manion, L. and Morrison, K. 2011. *Research methods in education* (7th ed.). London: Routledge.

Cohoon, S. 2014. Shipping, shortages, and generation Y. University of Tasmania. Research Gate. https://www.researchgate.net/publication/242222091. [Accessed 10 December 2019]

Collins, C. and Han, J. 2006. Exploring applicant quantity and quality: The effects of early recruitment practice strategies, corporate, and firm reputation. *Personnel Psychology,* 57(3), 685-717.

Collins, H. 2010. Creative research: the theory and practice of research for the creative industries. Singapore: AVA Publications.

Connolly, P. 2007. *Quantitative data analysis in education: A critical introduction using SPSS*. London & New York, NY: Routledge

Corbin, J. and Strauss, A. 2008. *Basics of qualitative research*. London: SAGE Publications Ltd.

Cortina, L. M., Kabat-Farr, D., Magley, V. J., and Nelson, K. 2017. Researching rudeness: the past, present, and future of the science of incivility. *Journal of Occupational Health Psychology*, 22(3), 299.

Couper, A. 2000. Implications of maritime globalization for the crews of merchant ships. *Journal for Maritime Research*, 2(1), 1-8.

Couper, A. 2012. Perceptions and attitudes of seafarers towards maritime regulations: An historical perspective. In: The regulation of international shipping: International and comparative perspectives: Essays in honour of Edgar Gold, edited by A. Chircop, N. Letalik, T. L. McDorman & S. Rolston. Vol. (Leiden, Netherlands: Martinus Nijhoff Publishers), pp. 429-442.

Couper, A.D., Walsh, C.J., Stanberry, B.A. and Boerne, G.L. 1999. *Voyages of abuse: seafarers, human rights, and international shipping*. London: Pluto Press.

Cremers, J. 2016. Economic freedoms and labour standards in the European Union. 22(2), 149 - 162. Department of Social Law and Social Policy, Tilburg University, the Netherlands.

Cremers, P. 2010. How to attract entrants to shipping industries: Introduction of an actual experience by shipping industries. Seminar on the Problem of the Global Shortage of Seafarers and the role of the Shipping Industry through CSR activities, London. 11th May 2010, pp. 171-180.

Creswell, J. W. 2012a). Educational Research: planning, conducting, and Evaluating quantitative and qualitative research (4th Edition, International edition ed.): PEARSON

Publications.
(1) (PDF) Step by step approach for qualitative data analysis. Available from: https://www.researchgate.net/publication/328632911_Step_by_step_approach_for_qualitative_data_analysis [accessed 12.11. 2022].

Creswell, J.W. 2003. *Research design: qualitative, quantitative, and mixed methods approaches*. 2nd ed. Thousand Oaks: Sage.

Cumming, A. 2001. ESL/EFL instructors' practices for writing assessment: Specific purposes or general purposes? Language Testing, 18(2), 207-224. http://dx.doi.org/10.1177/026553220101800206 [Accessed: 12.05.2023].

Curtis, S. and Wright, D. 2001. Retaining employees—The fast track to commitment. *Management Research News*, 24, 59-64.https://doi.org/10.1108/01409170110782964 [Accessed 21.06 2022].

Daniels, Z.M., VanLeit, B.J., Skipper, B.J., Sanders, M.L. and Rhyne, R.L. 2007. Factors in recruiting and retaining health professionals for rural practice. *The Journal of Rural Health*, 23, 62-71. http://dx.doi.org/10.1111/j.1748-0361.2006.00069.x [Accessed: 28.03.2023].

Darlington, Y. and Scott, D. 2003. Qualitative research in practice: Stories from the field. *Social Work Education*: *The International Journal*, 22(1), 115-118.

Davies, D., Taylor, R. and Savery, C. 2001. The role of appraisal, remuneration and training in improving staff relations in the western Australian accommodation industry: a comparative study. *Journal of European Industrial Training*, 25, 366-373. http://dx.doi.org/10.1108/EUM0000000005837 [Accessed: 13.07.2022].

Davis, D. 2005. *Business Research for Decision Making*. Australia, Thomson South-Western

De Silva, R., Stanton, P. and Stanton, J. 2011. Determinants of Indian sub-continent officer seafarer retention in the shipping industry. *Maritime Policy & Management* 38 (6): 633–644.

Dearsley, D. 2013. Maritime Career Path Mapping 2013 Update. Europe: European Community Shipowners' Associations and the European Transport Workers' Federation (ETF).

Deci, E.L., Koestner, R. and Ryan, R. 1999. A meta-analytic review of experiments examining the effects of extrinsic rewards on intrinsic motivation. *Psychological Bulletin*, 125(6) 627-668.

Deery, M. 2008. Talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 20(7):792-806.

Dekker, L.C. 2017. The Social Construction of the South African seafarer's identity and coping strategies in the International Merchant Navy. Thesis. University of KwaZulu Natal

Dekker, S. 2003. When human error becomes a crime. *Human Factors and Aerospace Safety*, 3(1), 83-92.

Dekker, S. 2011. The criminalisation of human error in aviation and healthcare: A review. *Safety Science*, 49(2), 121-127.

Delfgaauw, J. and Dur, R. 2006. Signalling and screening of workers' motivation. *Journal of Economic Behaviour and Organisation*, 1-20.

Denny, E. 2009. "I Never Know From One Day to Another How I Will Feel": Pain and uncertainty in women with endometriosis. *Qualitative Health Research*. 2009;19(7):985-995. doi:10.1177/1049732309338725

Denzin, N. K. and Lincoln, Y. S. 2002. *The qualitative inquiry reader*. London: Sage Publications.

Denzin, N.K. and Lincoln, Y.S. (Eds.) 2011. *Handbook of Qualitative Research* (pp. 445-462). London: Sage Publications.

Department of Environmental Affairs. 2016. Operation Phakisa - Oceans Economy. Retrieved June 1, 2016, from https://www.environment.gov.za/projectsprogrammes/operationphakisa/oceanseconomy

Dickinson, M. 2011. Report: Bullying, Discrimination and Harassment Survey 2010. Available: http://m.nautilusint.org/media/169246/Bullying-DiscriminationHarassment-survey-2010.pdf [Accessed 6 June 2023].

Dikko, M. 2016. Establishing construct validity and reliability: pilot testing of a qualitative interview for research in Takaful (Islamic Insurance). *The Qualitative Report*, 21(3), 521-528. https://doi.org/10.46743/2160-3715/2016.2243 [Accessed: 04.02.2022].

Dikko, M. 2016. Establishing construct validity and reliability: pilot testing of a qualitative interview for research in Takaful (Islamic Insurance). *Qualitative Report*, 21 (3), 521–528.

Dimitrova, D. N. and Blanpain, R. 2010. Seafarers' rights in the globalized maritime industry (Netherlands: Kluwer Law International BV).

Dinwoodie, J. 2000. The perceived importance of employment considerations in the decisions of students to enrol on undergraduate courses in maritime business in Britain. Maritime Policy & Management, 27(1), 17-30. https://doi.org/10.1080/030888300286653 [Accessed: 22.08.2022].

Dörnyei, Z. 2007. *Research methods in applied linguistics*. New York: Oxford University Press.

Dragomir C. and Surugiu F. 2018. Seafarer Women – Perception of the Seafaring Career. Conference: WSEAS / NAUN 2nd International Conference on Economics, Political and Law Science (EPLS '13) Volume: Advances in Fiscal, Political and Law Science. https://www.researchgate.net/publication/248983905_Seafarer_Women_-Perception_of_the_Seafaring_Career [Accessed: 06.02.2022]

Duffield, C. and O'Brien-Pallas, L. 2003. The causes and consequences of nursing shortages: a helicopter view of the research. *Australian Health Review*, 26, 186-193. http://dx.doi.org/10.1071/AH030186 [Accessed: 04.08.2022].

Egan, T. M., Yang, B. and Bartlett, K. R. 2004. The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. *Human Resource Development Quarterly*, 15(3), 279–301. doi:10.1002/hrdq.1104

Eisenberger, R., Fasolo, P. and Davis-LaMastro, V. 1990. Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75, 51-59. http://dx.doi.org/10.1037/0021-9010.75.1.51 [Accessed: 09.09.2022].

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I.L. and Rhoades, L. 2002. Perceived supervisor support: contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87, 565-573. http://dx.doi.org/10.1037/0021-9010.87.3.565 [Accessed: 20.09.2022].

El-Gohary, H.O.A.S. 2010. The impact of e-marketing practices on market performance of small business enterprises. an empirical investigation. *Bradford Scholars*. University of Bradford. Available at: https://bradscholars.brad.ac.uk/handle/10454/4308 [Accessed: November 12, 2022].

Ellenbecker, C.H. 2004. A theoretical model of job retention for home health care nurses. *Journal of Advanced Nursing*, 47, 303-310. http://dx.doi.org/10.1111/j.1365-2648.2004.03094.x [Accessed: 18.10.2022].

Ellett, A.J., Ellis, J.I., Westbrook, T.M. and Dews, D. 2007. A qualitative study of 369 child welfare professionals' perspectives about factors contributing to employee retention and turnover. *Children and Youth Services Review*, 29, 264-281. http://dx.doi.org/10.1016/j.childyouth.2006.07.005 [Accessed: 16.10.2022].

Ellis, N., Sampson, H., Acejo, I., Tang, L., Turgo, N., Zhao, Z. 2012. Seafarer accommodation on contemporary cargo ships. Available at: https://orca.cardiff.ac.uk/64728/1/Seafarer%20Accommodation.pdf (Accessed: 05 June 2023).

Emanuela, T.A. 2018. The impact of social media on recruitment. *Ovidius University Annals, Economic Sciences Series*, Vol. 18 No. 2, pp. 537-541

Etikan, I., Musa, S.A. and Alkassim, R.S. 2016. Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics*. Vol. 5, No. 1, pp. 1-4. doi: 10.11648/j.ajtas.20160501.11

Fadhel, K. 2002. Positivist and hermeneutic paradigm: a critical evaluation under their structure of scientific practice. *The Sosland Journal*, 21-28.

Fard, H.D. 2012. Research paradigm in public administration. *International Journal of Humanities,* 19 (4): 55-108.
Fei, J. 2018. *Managing human resources in the shipping industry*. Oxon & New York: Routledge.

Fernandez-Gonzalez, M.J., Semjonovs, D., Bogdanecs, A. and Ozola, S. 2014. 'Youngsters' motivations and difficulties for choosing seafarer career. the case of Latvia', European Integration Studies, 0(8). doi:10.5755/j01.eis.0.8.7323.

Fidalgo, A. M., Alavi, S. M., and Amirian, S. M. R. 2014. Strategies for testing statistical and practical significance in detecting DIF with logistic regression models. *Language Testing*, 31(4), 433-451. http://dx.doi.org/10.1177/0265532214526748

Finke, S. 2012. Women Transporting the World: An IFT Resource Book for Trade Unions Negotiators in the Transport Sector. Wowonline.org. http://www.wowonline.org/green_members/documents/WomenTransporttheWorldunionpubli-cation.pdf [Accessed: 14.09.2022].

Fisher, R., McPhail, R., You, E. and Ash, M. (2014), "Using social media to recruit global supply chain managers", *International Journal of Physical Distribution and Logistics Management*, Vol. 44 Nos 8/9, pp. 635-645.

Flick, U. 2011. *Introducing research methodology: a beginner's guide to doing a research project*. London: SAGE Publications Ltd.

Flick, U. 2014. *An introduction to qualitative research* (5th ed.). London: Sage Publications Ltd.

Flippo, E.B. 2013. *Principles of Personnel Management*: (3rd ed.). New York: McGraw Hill International Editions: Management Series.

Forsyth, C. J. 1990. Factors influencing job satisfaction among merchant seamen. *Maritime Policy & Management*, 17(2), 141-146.

Forsyth, C. J. and Gramling, R. 1990. Adaptive familial strategies among merchant seamen. *Journal of Family and Economic Issues*, 11(2), 183-198.

Fraenkel, J. R., Wallen, N. E. and Hyun, H. H. 2012. *How to design and evaluate research in education* (8th ed.). New York, NY: McGraw-Hill.

Fraser, S. and Robinson, C. 2004. Paradigms and philosophy. In Fraser, S., Lewis, V., Ding, S., Kellett, M. and Robinson, C. (Eds.), *Doing Research with Children and Young People*. London: Sage. *(1) (PDF) Research Paradigm and the Philosophical Foundations of a Qualitative Study*. Available at https://www.researchgate.net/publication/330798108_Research_Paradigm_and_the_Philosophical_Foundations_of_a_Qualitative_Study [accessed Aug 20, 2022].

Frey, B.S. and Jegen, R. 2001. Motivation crowing theory. *Journal of Economic Survey*, 15 (5), 589-611.

Funke, N., Claassen, M., Nortje, K. and Meissner, R. 2016. *A research, innovation and knowledge management road map for the South African maritime sector: charting a course to maritime excellence by 2030*. Report no. CSIR/NRE/WR/ER/2016/0044/A. Pretoria: Council for Scientific and Industrial Research; 2016.

Fusch, P.I. and Ness, L.R. 2015. Are we there yet? Data saturation in qualitative research. *Qual Rep*. 2015; 20 (9): 1408–16.

Gamage, A.S. 2014. Recruitment and selection practices in manufacturing small and medium enterprises in Japan: an analysis of the link with business performance. *Ruhuna Journal of Management and Finance*, 1(1), 37 - 52.

Gardner, D.G., Van Dyne, L. and Pierce, J. L. 2004. The effects of pay level on organization-based self-esteem and performance: A Field Study. *Journal of Occupational and Organizational Psychology*, 77, 307-322. http://dx.doi.org/10.1348/0963179041752646

Garrett, C.R., Gask, L.L., Hays, R., Cherrington, A., Bundy, C., Dickens, C., Waheed, W. and Coventry, P.A. 2012. Accessing primary health care: a meta-ethnography of the experiences of British South Asian patients with diabetes, coronary heart disease or a mental health problem. *Chronic Illness*, *8*(2), pp.135-155.

Gekara, V. O. 2008. Globalisation state strategies and the shipping labour market: The UK's response to declining seafaring skills. PhD thesis, Cardiff University.

Gekara, V. O. 2009. Understanding attrition in UK maritime education and training. *Globalisation, Societies and Education*, 7(2), 217-232.

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

George, R. (Producer). 2011, April 24). Flying the Flag, Fleeing the State. New York Times. Retrieved from http://www.nytimes.com/2011/04/25/opinion/2 5george.html? [Accessed: 04.07.2022].

George, T. and Merkus, J. 2022. *Explanatory Research | Definition, Guide, & Examples*. [online] Scribbr. Available at: <https://www.scribbr.com/methodology/explanatory-research/> [Accessed 21 August 2022].

Gifford, B.D., Zammuto, R.F. and Goodman, E.A. 2002. The relationship between hospital unit culture and nurses' quality of work life. *Journal of Healthcare Management*, 47, 13-25.

Gill, J. and Johnson, P. 2002. *Research methods for managers* (3rd Ed.) Great Britain: Sage Publications Ltd.

Given, L.M. 2015. *100 questions (and answers) about qualitative research*. London. Sage publications.

Glaser, B.G. 1992. *Emergence vs forcing: Basics of grounded theory analysis*. Mill Valley, CA: Sociology Press.

Glen, C. 2007. Fostering talent opportunity: getting past first-base. *Strategic Direction,* 23(10):3-5.

Glen, D. 2008. *What do we know about the labour market for seafarers? A view from the UK*. Centre of International Transport Management. London: London Metropolitan University.

Gneenz, U. and Rustichini, A. 2000. Pay enough or don't pay at all. *Quarterly Journal of Economics*, 115 (3) 791-810.

Gold, E. 2004. From privilege to peril. *WMU Journal of Maritime Affairs*, 3(1), 51-66.

Gould, E.A. 2010. Towards a total occupation: a study of UK merchant navy officer cadetship. Cardiff University. UMI Dissertation Publishing. https://orca.cf.ac.uk/55023/1/U585412.pdf [Accessed 24 November 2021].

Govender, A. 2018. *Woman seafarers: turning against the tide*, *Bowmans*. Available at: https://www.bowmanslaw.com/insights/shipping-aviation-and-logistics/woman-seafarers-turning-against-the-tide/ [Accessed: October 20, 2022].

Graham C. A. E. 2009. Maritime security and seafarers' welfare: towards harmonization. *WMU Journal of Maritime Affairs*, 8(1), 71-87.
Grant, S., 2021. Informed consent—we can and should do better. *JAMA Network Open*, [online] 4(4), p.e2110848. Available at: <https://jamanetwork.com/journals/jamanetworkopen/fullarticle/2779253> [Accessed 2 October 2022].

Grey M. 2003. The "image" of the shipping industry. *WMU Journal of Maritime Affairs*, 2(1), 1-3.

Grobler, R., Botha, R., Brewster, C., Care, L., Holland, P. and Warnich, S. 2012. *Contemporary issues in Human Resources Management*. (4th ed.). South Africa: Oxford University Press.

Gu, L. 2015. Language ability of young English language learners: definition, configuration, and implications. *Language Testing*, 32(1), 21-38. http://dx.doi.org/10.1177/0265532214542670 [Accessed: 15.09.2022].

Guba, E. G. and Lincoln, Y. 1989. *Fourth generation evaluation*. Newbury Park, CA: Sage

Guba, E.G. and Lincoln. Y.S. 1989. *What is this constructivist paradigm anyway*? In *Fourth Generation Evaluation*, 79-90. London: Sage Publications.

Guest, G., Bunce, A. and Johnson, L. 2006. How many interviews are enough? An experiment with data saturation and variability. *Field Methods*, *18*(1), 59–82. https://doi.org/10.1177/1525822X05279903 [Accessed: 19.06.2022].

Guo J. and Liang G. S. 2012. Sailing into rough seas: Taiwan's women seafarers' career development struggle. Women's Studies International Forum 35 pp. 194-202. https://www.sciencedirect.com/science/article/abs/pii/S0277539512000489 [Accessed: 06.02.2022]

Guo, J.L., Liang, G.S. and Ye, K.D. 2006. An influence model in seafaring choice for Taiwan navigation students. *Maritime Policy & Management*, 33 (4): 403–421

Haka, M., Borch, D.F, Jensen, C. and 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

Hammersley, M. 2007. Educational research and teaching: A response to David Hargreaves' TTA lecture. In M. Hammersley (Eds.), *Educational Research and Evidence-based Practice* (pp. 18-42). London: Sage Publications.

Harry, B. and Lipsky, M. 2014. Qualitative Research on Special Education Teacher Preparation. In M. McCray, T. Brownell, & B. Lignugaris/Kraft (Eds.), *Handbook of research on special education teacher preparation* (pp. 445-460).

Hart, S.E. 2005. *Hospital Ethical Climates and Registered Nurses' Turnover Intentions. Journal of Nursing Scholarship, 37, 173-177. http://dx.doi.org/10.1111/j.1547-5069.2005.00030.x*

Hausknecht, J.P., Rodda, J. and Howard, M.J. 2009. *Targeted Employee Retention: Performance Based and Job-Related Differences in Reported Reasons for Staying. Human Resource Management, 48, 269-288. http://dx.doi.org/10.1002/hrm.20279* [Accessed: 28.05.2022].

Hayes, L.J., O'Brien-Pallas, L., Duffield, C., Shamian, J., Buchan, J., Hughes, F., Laschinger, H.K.S., North, N. and Stone, P.W. 2006. *Nurse turnover: a literature review. International Journal of Nursing Studies, 43, 237-263. http://dx.doi.org/10.1016/j.ijnurstu.2005.02.007* [Accessed: 15.03.2022].

Hellman, D. 2017. Discrimination and Social Meaning (October 3, 2017). The routledge handbook of the ethics of discrimination, edited by Kasper Lippert-Rasmussen (2018 Forthcoming), Virginia Public Law and Legal Theory Research Paper No. 2017-57, Available at SSRN: https://ssrn.com/abstract=3047432 [Accessed: 04.10.2022].

Herman, R.E. 2005. HR managers as employee-retention specialists*. Employment Relations Today, 32, 1-7. http://dx.doi.org/10.1002/ert.20058* [Accessed: 16.04.2022].

Herzberg, F., Mausner, B. and Snyderman, B. B. 1993. *The motivation to work.* New Jersey. Transaction Publishers.

Hill, J. 1972. *The seafaring career: a study of the forces affecting joining, serving and leaving the merchant navy. London.* Centre for Applied Social Research, Tavistock Institute of Human Relations.

Hiltrop, J.M. 1999.The quest for the best: human resource practices to attract and retain talent. *European Management Journal, 17, 422-430. http://dx.doi.org/10.1016/S0263-2373(99)00022-5*

Hjerpe, A. 2018. Sjökvinnor lättar ankar. Sjöbefälen (2) pp.4-5. https://issuu.com/sjobefalen/docs/sb1_18_high/3 [Accessed: 04.06.2023]

Ho, J.T.S. 1997. Corporate wellness programmes in Singapore: effect on stress, satisfaction and absenteeism. *Journal of Managerial Psychology*, 12(3): 177-189.

Holder, L. 2005. *Manning and recruiting*. BIMCO/Sohmen Forum, London

Holt, A. 2010. Using the telephone for narrative interviewing: a research note. *Qualitative Research*, vol. 10, no. 1, pp. 113-121.

Horck, J. 2010. The gender perspective in maritime education and training. *WMU Journal of Maritime Affairs*, 9(1), 93-119.

Horwitz, F.M., Heng, C.T. and Quazi, H.A. 2003. Finders, keepers? Attracting, motivating and retaining knowledge workers. *Human Resource Management Journal*, 13, 23-44. http://dx.doi.org/10.1111/j.1748-8583.2003.tb00103.x [Accessed: 16.05.2022].

Hughes, J.C. and Rog, E. 2008. Talent management: a strategy for improving employee recruitment, retention and engagement within hospitality organisations. *International Journal of Contemporary Hospitality Management*, 20(7):743-757.

Hughes, P. 2010. Paradigms, methods, and knowledge in G. MacNaughton, S. Rolfe and I. Siraj-Blatchford (Eds.), *Doing Early Childhood Research*, (2nd ed.,) Maidenhead: Open University Press.

Hunter, I., Dik, B. J. and Banning, J. H. 2010. College students' perceptions of calling in work and life: a qualitative analysis. *Journal of Vocational Behaviour*, 76(2), 178–186. https://doi.org/10.1016/j.jvb.2009.10.008 [Accessed: 10.06.2022].

Husam, H. and Abraham, P. 2020. A Review of key paradigms: positivism VS interpretivism. *Global Academy Journal Humanity Social Science*; Vol-2, Iss-3 pp-1-2.
(1) (PDF) A Review of key paradigms: positivism VS interpretivism. Available from: https://www.researchgate.net/publication/338244145_A_Review_of_key_paradigms_positivism_VS_interpretivism [Accessed Nov 12, 2022].

Hytter, A. 2007. Retention strategies in France and Sweden. *Irish Journal of Management*, 28, 59-79.

IMO. 2008. "Go to sea!" campaign launched at IMO to attract entrants to the shipping industry. Retrieved from IMO: http://www.imo.org/blast/mainframe.asp?topic_id=1709&doc_id=10423 [Accessed: 23.01.2022].

International Labour Organisation. 2013. Maternity Protection. Available: http://www.ilo.org/global/standards/subjects-covered-by-international-labourstandards/maternity-protection/lang--en/index.htm [Accessed 4 June 2023].

International Transport Workers' Federation. 2018. ITF Seafarers. Inside the issue. (web article) https://www.itfseafarers.org/ITI-women-seafarers.cfm [Accessed 05 February 2022]

ISF. 2010. The year of the seafarer [Online]. International Shipping Federationhttp://www.marisec.org/Marisec%20YOT%20Seafarer%20LR.pdf. [Accessed 27th April 2022].

IT Seafarers. 2012f. Women Seafarers. ITF Sea-farers. http://www.itfseafarers.org/ITI-women-seafarers.cfm [Accessed: 08.07.2022].

ITF. 2005c. Working life: No longer watching the ships go by. ITF Seafarers: Your port of Call On-line. http://www.itfseafarers.org/argentina-women.cfm [Accessed: 17.06.2022].

ITFglobal.org (Producer). 2012a. What are Flags of Convenience? itfglobal.org. Retrieved from http://www.itfglobal.org/flags-convenience/subpage.cfm [Accessed: 16.07.2022].

ITFglobal.org. 2012b. What do FOC's mean to seafarers? itfglobal.org. http://www.itfglobal.org/flags-convenience/flagsconvenien-184.cfm [Accessed: 21.08.2022].

ITFglobal.org. 2012d. Seafarers. International Transport Workers' Federation. http://www.itfglobal.org/seafarers/index.cfm/text/1 [Accessed: 14.06.2022].

Iversen, R. 2011. The mental health of seafarers - Good news and bad news. *Ausmarine*, 34(2), 5-5.

Jackson, S.E., Schuler, R.S. and Werner, S. 2009. *Managing Human Resources*. 10th ed. Mason, OH: South-Western Cengage Learning.

James Jr., H.S. 2005. Why did you do that? An economic examination of the effect of extrinsic compensation on intrinsic motivation and performance. *Journal of Economic Psychology*, 26: 549-566.

Jaremin, B., Kotulak, E., Starnawska, M. and Tomaszunas, S. 2006. Causes and circumstances of deaths of Polish seafarers during sea voyages. *Journal of Travel Medicine*, 3(2), 91-95.

Jasper, M. 2007. The significance of the working environment to nurses' job satisfaction and retention. *Journal of Nursing Management*, 15, 245-247. http://dx.doi.org/10.1111/j.1365-2834.2007.00760.x [Accessed: 22.05.2022].

Jeżewska, M. and Iversen, R. 2012. Stress and fatigue at sea versus quality of life. Gdansk, 11 June 2012. II International Congress on Maritime, Tropical, and Hyperbaric Medicine. Int Marit Health 63(2):106–115

Jiang, Q., Li, Y. and Shypenka, V. 2018. Loneliness, individualism, and smartphone addiction among international students in China. *Cyberpsychology Behavior and Social Networking*, 21(11), 711–718.

Jianzhong, Q. 2014. "The attraction of seafaring for young Chinese students". World Maritime University Dissertations. 461.

Jo, S.H. 2010. Why not women seafarers? Towards a development strategy for the recruitment and retention of women seafarers in cargo ships with particular reference to the Republic of Korea. Master of Science in Maritime Affairs. Thesis. World Maritime University. [Online]. Available at http://commons.wmu.se/all_dissertations [Accessed 12.07 2022].

Joo, B.K.B. 2010. Organizational commitment for knowledge workers: the roles of perceived organizational learning culture, leader-member exchange quality, and turnover intention. *Human Resource Development Quarterly*, 21, 69-85. http://dx.doi.org/10.1002/hrdq.20031 [Accessed 12.08 2022].

Joshi, R. 2005. End 'rogue crew' image says head of Teekay [Online]. UK: Lloyd's List http://www.lloydslist.com/ll/sector/regulation/article95442.ece [Accessed 27th April 2022].

Kaerlev, L., Jensen, A., Nielsen, P. S. , Olsen, J., Hannerz, H. and Tuchsen, F. 2008. Hospital contacts for noise-related hearing loss among Danish seafarers and fishermen: A population-based cohort study. *Noise and Health*, 10(39), 41-45.

Kahveci, E. 2007. *Port-based welfare services for seafarers*. Cardiff, United Kingdom. Seafarers International Research Centre (SIRC).
Kaiser, K. 2009. Protecting respondent confidentiality in qualitative research. *Qualitative health research*, 19(11), 1632- 1641.

Kang, E. and Hwang, H.J. 2021. "Ethical Conducts in Qualitative Research Methodology: Participant Observation and Interview Process," *Journal of Research and Publication Ethics*, 2(2), pp. 5–10. Available at: https://doi.org/10.15722/jrpe.2.2.202109.5 [Accessed 21.06.2022].

Karatepe, O.M. 2013. High-performance work practices, work social support and their effects on job embeddedness and turnover intentions. *International Journal of Contemporary Hospitality Management*, 25, 903-921. http://dx.doi.org/10.1108/IJCHM-06-2012-0097 [Accessed: 23.08.2022].

Katzenberger, I. and Meilijson, S. 2014. Hebrew language assessment measure for preschool children: a comparison between typically developing children and children with specific language impairment. *Language Testing*, 31(1), 19-38. http://dx.doi.org/10.1177/0265532213491961

Kauber, P. 1986. *What's Wrong With a Science of MIS* (pp. 572-574)? Proceedings of the 1986 Decision Science Institute, Honolulu, HA.

Kaur, P. 2015. E-recruitment: a conceptual study. *International Journal of Applied Research 2015*, 1(8), 78 - 82.

Kaushik, V. and Walsh, C.A. 2019. "Pragmatism as a research paradigm and its implications for Social Work Research," *Social Sciences*, 8(9), p. 255. Available at: https://doi.org/10.3390/socsci8090255 [Accessed 12.09 2022].

Kaye, B. and Jordan-Evans, S. 2002. Retention in tough times: here's what 25 global talent leaders say about keeping good people-especially now. *Talent Development*, 56, 32-37

Keller, S. and Meaney, M. 2017. Attracting and retaining the right talent. McKinsey. Retrieved from https://www.mckinsey.com/business-functions/organization/our-insights/attracting-and-retaining-the-right-talent [Accessed 24 November 2021]

Kerr, C. 2010. Assessing and demonstrating data saturation in qualitative inquiry supporting patient-reported outcomes research. Expert Review of Pharmacoeconomics and Outcomes Research, 10(3), 269 - 281.

Kimmsw, H. and Stoner, M. 2008. Burnout and turnover intention among social workers: effects of role stress, job autonomy and social support. *Administration in Social Work*, 32, 5-25. https://doi.org/10.1080/03643100801922357 [Accessed: 04.06.2022].

King, N. 2004. Using templates in the thematic analysis of text. In Cassell C., Symon G. (Eds.), *Essential guide to qualitative methods in organizational research* (pp. 257–270). London, UK: Sage.

Kirby, S. M. 2011. The criminalization of seafarers involved in marine pollution incidents. In: *Company of Master Mariners of Canada International Conference, Halifax, Nova Scotia*. 7th July 2011.

Kirby, S. M. 2012. The continuing criminalization of seafarers: Where to go from here? In: *The Regulation of International Shipping: International And Comparative Perspectives: Essays in Honour of Edgar Gold,* edited by A. Chircop, N. Letalik, T. L. McDorman & S. Rolston. Vol. (Leiden, Netherlands: Martinus Nijhoff Publishers), pp. 443-464.

Kitada M. 2013. Code of behaviour at sea: women seafarers' shipboard identity management. *WMU Journal of Maritime Affairs* 12 (2) pp. 213-227. https://doi.org/10.1007/s13437-013-0044-7 [Accessed: 06.02.2022]

Kitada M., Williams E. and Froholdt L.L.E. 2015. Maritime women global leadership: Conclusion. In: Maritime Women Global Leadership. *WMU Studies in Maritime Affairs*, vol. 3, vol. 3, WMU Studies in Maritime Affairs edn, Springer, Berlin Heidelberg.

Kivunja, C. and Kuyini, A.B. 2017. Understanding and applying research paradigms in educational contexts. *International Journal of Higher Education*.6 (5). https://doi.org/10.5430/ijhe.v6n5p26 [Accessed 15.10 2022).

Klein, H. K. and Myers, M. D. 1999. A set of principles for conducting and evaluating interpretive field studies in information systems. *MIS Quarterly*, 23(1), 67-93. http://dx.doi.org/10.2307/249410 [Accessed: 11.06.2022].

Klein, H.K. and Myers, M.D. 1999. 'A set of principles for conducting and evaluating interpretive field studies in information systems', MIS quarterly, vol. 23, no. 1, pp. 67–93.

Klein, R. A. 2002. High seas, low pay: working on cruise ships. *Our Times: Canada's Independent Labour Magazine*, (December 2001/January 2002).

Knudsen F. 2009. Paperwork at the service of safety workers' reluctance against written procedures exemplified by the concept of 'seamanship'. *Safety Science*, 47(2), 295-303.

Koch T. 1994. Establishing rigour in qualitative research: The decision trail. *Journal of Advanced Nursing*, 19, 976–986. doi:10.1111/j.1365-2648.1994.tb01177.x

Koh, P. K. 2012. Impact of piracy on seafarers and shipping companies. Bachelors thesis, University of Tasmania.

Kooker, B.M., Shoultz, J. and Codier, E.E. 2007. Identifying emotional intelligence in professional nursing practice. *Journal of Professional Nursing*, 23, 30-36. http://dx.doi.org/10.1016/j.profnurs.2006.12.004 [Accessed: 12.07.2022].

Krauss, S.E. 2015. Research paradigm and meaning making: A printer. *The Qualitative Report*, 10(4): 758-770.

Kreps. D.M. 1997. Intrinsic motivation and extrinsic incentives. *American Economic Review*, 87 (2), 359-364.

Kronberg, I. 2003. Employee satisfaction on cruise ships, Munich, GRIN Verlag, https://www.grin.com/document/136465 [Accessed: 16.05.2022].

Kroon, B. and Freese, C. 2013. Can HR practices retain flexworkers with their agency? *International Journal of Manpower*, 34, 899-917. http://dx.doi.org/10.1108/IJM-07-2013-0169 [Accessed: 17.08.2022].

Kumar, R., Ramendran, C. and Yacob, P. 2012. A study on turnover intention in fast food industry: employees' fit to the organisational culture and the importance of their commitment. *International Journal of Academic Research in Business and Social Sciences*, 2(5), 9 - 42.

Kundu S., Malhan D. and Kumar P. 2007. Human resource management practices in shipping companies: a study. *Delhi Business Review* 8 (2) 2007. https://www.researchgate.net/publication/262182793_Human_resource_management_practices_in_Shipping_Companies_A_study [Accessed: 05.02.2022]

Kyndt, E., Dochy, F., Michielsen, M. and Moeyaert, B. 2009. Employee retention: organisational and personal perspectives. *Vocations and Learning*, 2 (3), 195–215.

Laabs, J.J. 1996. Downshifters. *Personnel Journal*, 75, 62-70.

Labaree, D. F. 2004. *The trouble with ed schools*. New Haven, CT: Yale University Press.

Lambert, E.G., Lynne Hogan, N. and Barton, S.M. 2001. The impact of job satisfaction on turnover intent: a test of a structural measurement model using a national sample of workers. *The Social Science Journal*, 38, 233-250. http://dx.doi.org/10.1016/S0362-3319(01)00110-0 [Accessed: 19.09.2022].

Lamvik, G.M. 2012.'The Filipino seafarer: a life between sacrifice and shopping', *Anthropology in Action*, 19(1). doi:10.3167/aia.2012.190104.

Landers, R.N. and Schmidt, G.B. 2016. "Social media in employee selection and recruitment: an overview", in Landers, R.N. and Schmidt, G.B. (Eds), *Social media in employee selection and recruitment: theory, practice, and current challenges*. (pp. 3-14). London. Springer.

Lane, A. 2002. Philippine seafarers: realities, opportunities and challenges. *Filipino Seafarers' National Convention, Manila, Philippines*, 27–28 September 2002. [Accessed: 27.06.2022].

Ledger, G. and M. Roe. 1992. The decline of the UK Merchant fleet: an assessment of government policies in recent years. *Maritime Policy Management*. Vol. 19(3). 239-251.

Leedy, P. D. 1997. *Practical research: planning and design* (6th Edition). New Jersey: Prentice-Hall.

Leggate, H. 2004. The future shortage of seafarers: will it become a reality? *Maritime Policy & Management*, 31(1), 3–13. https://doi.org/10.1080/03088830310001642049 [Accessed 12.10 2022].

Legg, C. and Hookway, C. (2021) *Pragmatism*, *Stanford Encyclopedia of Philosophy*. Available at: https://plato.stanford.edu/entries/pragmatism/#Bib (Accessed: 15 May 2024).

Leners, D., Roehrs, C. and Piccone, A. 2006. Tracking the development of professional values in undergraduate nursing students. *Journal of Nursing Education*, 45, 504-511.

Lewarn, B. 2012. Skills shortage in the maritime industry. In: *Maritime Logistics Convention Sydney*, 31-01-2012

Li, K. X. and Wonham, J. 1999. "A method for estimating world maritime employment," Transportation Research Part E: *Logistics and Transportation Review*, Elsevier, vol. 35(3), pages 183-189, September.

Li, T. 2015. Nestle employee recruitment research. *International Journal of Business and Social Science*, 6(4), 97 - 113.

Lincoln, Y. and Guba, E. G. 1985. *Naturalistic inquiry*. Newbury Park, CA: Sage.

Lindgren, N. and Nilsson J. 2012. Filipinos sailing on the seven seas—a qualitative study of Filipino seafarers working on international vessels. Bachelors thesis, University of Borås
Lipworth, W., Taylor, N. and Braithwaite, J., 2013. Can the theoretical domains framework account for the implementation of clinical quality interventions? *BMC Health Services Research*, *13*(1), pp.1-13.

Livingstone C.F., Stephen C. and Jiangang, F. 2015. Exploring the range of retention issues for seafarers in global shipping: opportunities for further research. *WMU Journal of Maritime Affairs*, pp. 141- 157. https://link.springer.com/content/pdf/10.1007%2Fs13437-015-0078-0.pdf [Accessed: 06.02.2022]

Ljung, M. 2010. Function-based manning and aspects of flexibility. *WMU Journal of Maritime Affairs* 9 (1).
https://www.researchgate.net/publication/227150486_Function_based_manning_and_aspects_of_flexibility [Accessed: 04.02.2022]

Lo, S. and Aryee, S. 2003. Psychological contract breach in a Chinese context: an integrative approach. *Journal of Management Studies*. 40(4), 1005–1020.

Loan-Clarke, J., Arnold, J., Coombs, C., Hartley, R. and Bosley, S. 2010. Retention, turnover and return—a longitudinal study of allied health professionals in Britain. *Human Resource*

Management Journal, 20, 391-406. http://dx.doi.org/10.1111/j.1748-8583.2010.00140.x [Accessed: 04.09.2022]

Lund, D. B. 2003. Organizational culture and job satisfaction. *Journal of Business & Industrial Marketing*, 18(3), 219-236. doi: 10.1108/0885862031047313

Mabey, C., Salaman, G. and Storey, J. 2005. *Human resource management, a strategic introduction*. (2nd ed.). Oxford, Massachusetts: Blackwell Publishing.

Mabiletsa, T. G. 2016. South African owned shipping and potential benefit for South Africa: A ship owners' perspective. World Maritime University Dissertations. 512. Available: http://commons.wmu.se/all_dissertations/512 [Accessed: 04.11.2022].

MacIntosh, E. W. and Doherty, A. 2010. The influence of organizational culture on job satisfaction and intention to leave. *Sport Management Review*, 13(2), 106–117. doi:10.1016/j.smr.2009.04.006

Mack, K. 2007. When seafaring is (or was) a calling: Norwegian seafarers' career experiences. *Maritime Policy & Management*, 34(4), 347-358.

MacNeil, A. and Ghosh, S. 2017. Gender imbalance in the maritime industry: impediments, initiatives and recommendations. *Australian Journal of Maritime & Ocean Affairs*, 9:1, 42-55, DOI: 10.1080/18366503.2016.1271262]

Magramo, M., Eler, G., Calambuhay, J. and Bernas, L. 2010. Officers as prostitutes: Myth or reality? (A case on poaching of officers in the Philippines). *International Journal on Marine Navigation and Safety of Sea Transportation*, 4(3), 333-335.

Mak, B. and Sockel, H. 2001. A confirmatory factor analysis of IS employee motivation and retention. *Information & Management*, 38, 265-276. http://dx.doi.org/10.1016/S0378-7206(00)00055-0 [Accessed: 04.10.2022]

Manaadiar, H. 2020. Difference between, freight, logistics, maritime, shipping, supply chain, trade. [online] Shippingandfreightresource.com. Available at: <https://www.shippingandfreightresource.com/difference-maritime-shipping-freight-logistics-supply-chain/> [Accessed 4 November 2021].

Manias, E. and McNamara, T. 2015. Standard setting in specific-purpose language testing: what can a qualitative study add? *Language Testing*, 33(2), 235-249. http://dx.doi.org/10.1177/0265532215608411 [Accessed: 16.01.2022].

Manolopoulos, D. 2008. An evaluation of employee motivation in the extended public sector in Greece. *Employee Relations*, 30(1): 63-85.

Manti, S. and Licari, A. 2018. How to obtain informed consent for research. *Breathe*, [online] 14(2), pp.145-152. Available at: <https://breathe.ersjournals.com/content/14/2/145> [Accessed 2 October 2022].

Marine Insight. 2011. 7 dangers of Flags of Convenience (FOC) to seafarers [Online]. *Marine Insight*. http://www.marineinsight.com/misc/maritime-law/7-dangers-of-flags-of-conveniencefoc-to-seafarers/ [Date of access: 27th April 2022].

Marlow, P. and Mitroussi, K. 2012. Shipping taxation. In: *The Blackwell companion to maritime economics*. Edited by W. K. Talley. Vol. (Oxford, UK: Wiley-Blackwell), pp. 304-320.

Martin K. L. 2005. Ways of knowing, ways of being and ways of doing: A theoretical framework and methods for Indigenous research and Indigenist research. *Journal of Australian Studies*, 76, 203–214. Retrieved from http://eprints.qut.edu.au/7182/1/7182.pdf [Date of access: 27th April 2022]

Martin, J. M. C. 2011. The seafarers' rights and P&I coverage on the crew in the UK. Masters of Maritime Law thesis, Lund University.

Mathebekase, L. M. 2018. "Critical analysis of the attraction and retention of seafarers: a case study of South Africa". World Maritime University Dissertations. 624. https://commons.wmu.se/all_dissertations/624 (Accessed: 20 May 2022).

Matibe, T. (2021) *Transnet on strategy to increase capacity in Durban Harbour & Port of ngqurha 7 moving freight from road to rail: PMG*, *Parliamentary Monitoring Group*. Available at: https://pmg.org.za/committee-meeting/33154/ (Accessed: 15 May 2024).

Maxwell, J. A. 2012. *Qualitative research design: an interactive approach*. London: Sage.

McCombes, S. 2022. *Descriptive Research | Definition, Types, Methods & Examples*. [online] Scribbr. Available at: <https://www.scribbr.com/methodology/descriptive-research/> [Accessed 21 August 2022].

McGrath, C., Palmgren, P. J. and Liljedahl, M. 2019. ‘Twelve tips for conducting qualitative research interviews’, *Medical Teacher*, 41(9), pp. 1002–1006. doi: 10.1080/0142159X.2018.1497149. [Accessed: 17.05.2022].

Mclaughlin, H. L. 2012. Seafarers and seafaring. In: *The Blackwell companion to maritime economics.* Edited by W. K. Talley. Vol. (Oxford, UK: Wiley-Blackwell), pp. 321-332.

Mcleod, S. 2020. Correlation definitions, examples & interpretation, Correlation Definitions, Examples & Interpretation - Simply Psychology. Available at: https://www.simplypsychology.org/correlation.html (Accessed: November 12, 2022).

McNeese-Smith D. 1995. Job satisfaction, productivity, and organizational commitment. *Journal of Nursing Association*, 25, 17-26. http://dx.doi.org/10.1097/00005110-199509000-00006 [Accessed: 03.10.2022].

Michaels, Ed., Handfield-Jones, H. and Axelrod, B. 2001. *The War for Talent*. Harvard Business School Publishing. Massachusetts.

Mignonac, K. and Richebé, N. 2013. “No Strings Attached?” In: How Attribution of Disinterested Support Affects Employee Retention. *Human Resource Management Journal*, 23, 72-90. http://dx.doi.org/10.1111/j.1748-8583.2012.00195.x [Accessed: 15.07.2022].

Milkovich, G.M. and Newman. J.M. 2004. *Compensation*. 8th Edition, Irwin McGraw-Hill, Burr Ridge.

Miller, N. L. and Nguyen. J. 2003. Working the nightshift on the USS John C. Stennis: implications for enhancing warfighter effectiveness. *Second Humans Systems Integration Symposium, Vienna, Virginia*. 23rd-24th June 2003.

Miller, N., Erickson, A. and Yust, B. 2001. Sense of place in the workplace: the relationship between personal objects and job satisfaction and motivation. *Journal of Interior Design*, 27, 35-44. http://dx.doi.org/10.1111/j.1939-1668.2001.tb00364.x [Accessed: 24.06.2022].

Minkler, L. 2004. Shirking and motivations in firms: survey evidence on worker attitudes. *International Journal of Industrial Organisation*, 22: 863-884

Mita, M., Aarti K. and Ravneeta, D. 2014. Study on employee retention and commitment. *International Journal of Advance Research in Computer Science and Management Studies*, 2, 154-164.

Mitropoulos, E. E. 2008. “Go to sea!” A campaign to attract entrants to the shipping industry. Retrieved from IMO: http://www.imo.org/OurWork/HumanElement/GoToSea/Documents/GotoSea !campaignlaunchSGspeech.doc [Accessed: 08.08.2022].

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. and Notteboom T. 2015. Getting work done motivation needs and processes for seafarers and dockworkers. *WMU Journal of Maritime Affairs* (14) pp 247. Springer Publisher. Heidelberg Print. https://www.researchgate.net/publication/271631781_Getting_the_work_done_motivation needs_and_processes_for_seafarers_and_dock_workers [Accessed: 07.06.2023]

Mitroussi, K. 2008. Employment of seafarers in the EU context: challenges and opportunities. *Marine Policy*, 32(6), 1043-1049.

Moncarz, E., Zhao, J. and Kay, C. 2009. An exploratory study of us lodging properties’ organizational practices on employee turnover and retention. *International Journal of Contemporary Hospitality Management*, 21, 437-458. http://dx.doi.org/10.1108/09596110910955695 [Accessed: 08.09.2022].

Montalvo, Jose G. 2021. "Regional evolutions in labor markets in the Philippines: A dynamic approach." *Journal of Asian Economics* 17, no. 3 (June 2006): 448–77. http://dx.doi.org/10.1016/j.asieco.2006.04.009 [Accessed: 08.02.2022]

Montana, P. J and Petit, F. 2008. Motivating and managing Generation X and Y on the job while preparing for Z: a market oriented approach. *Journal of Business & Economics Research*, 6 (8) 35-40, August.

Moreby, D. H. 1975. *The human element in shipping*. Colchester: Seatrade Publications.

Morgan, D.L. 2007. Paradigm lost and paradigm regained: methodological implications of combining qualitative and quantitative methods. *Journal of Mixed Methods Research*, 1(1): 48-76.

Morrow, K. 2012. Communicative language testing. In C. Coombe, P. Davidson, B. O'Sullivan, and S. Stoynoff (Eds.), *The Cambridge Guide to Second Language Assessment* (pp. 140-146). Cambridge: Cambridge University Press.

Morse, J.M. 2015. Data were saturated... *Qualitative health research*, *25*(5), pp.587-588. Morse, J. M., Barrett, M., Mayan, M., Olson, K., and Spiers, J.l. 2002. "Verification strategies for establishing reliability and validity in qualitative research," *International Journal of Qualitative Methods*, 1(2), pp. 13–22. Available at: https://doi.org/10.1177/160940690200100202 [Accessed: 22.08.2022].

Mosley, R. 2016. Universum: measuring employer brand performance. *Employer Brand Management*, 11, 235–246. https://doi.org/10.1007/978-3-658-06938-4_11 [Accessed: 22.11.2022].

Motloutsi , T.M.E. 2021. *Cabotage as a means of developing the South African ...* Available at: https://researchspace.ukzn.ac.za/server/api/core/bitstreams/26707dd6-15af-4639-81e9-41a9810c5ae1/content (Accessed: 15 May 2024).

Moustakas, C. 1994. *Phenomenological Research Methods*. Thousand Oaks, CA: Sage.

Mpoyi, R.T. 2012. The impact of the "BRIC Thesis" and the rise of the emerging economies on global competitive advantage: will there be a shift from west to east? *Journal of Applied Business and Economics,* 13(3), 36 - 47.

Mukherjee, P. and Brownrigg, M. 2013. *Farthing on International Shipping*. UK. Springer.

Mukherjee, P. K. and Mustafar, A. M. 2005. The International Ship and Port Facility Security (ISPS) Code and human element issues. In: Contemporary issues in maritime security*: A selection of papers and presentations from the workshop-symposium on the practical implementation and critical evaluation of the ISPS Code*, 11-15 August 2003 and the *International Symposium on Contemporary Issues in Maritime Security* 30th August -1st September 2004, edited by M. Q. Mejia. Vol. (Malmo: WMU Publications), pp. 277-285.

Mukherji, P. and Albon, D. 2015. *Research methods in early childhood. an introductory guide* (2nd ed.). London: Sage Publications.

Mulolli, E., Islami, X. and Skenderi, N. 2015. Human resource management practices and SMEs performance: study based in Kosovo. *International Review of Management and Business Research*, 4 (4), 1171 - 1179.

Musmade, P., Nijhawan, L., Udupa, N., Bairy, K., Bhat, K., Janodia, M. and Muddukrishna, B. 2013. Informed consent: Issues and challenges. *Journal of Advanced Pharmaceutical Technology & Research*, [online] 4(3), p.134. Available at: <https://www.japtr.org/article.asp?issn=2231-4040;year=2013;volume=4;issue=3;spage=134;epage=140;aulast=Nijhawan> [Accessed 2 October 2022].

Myers, M.D. 2008. *Qualitative Research in Business & Management*

Naidoo, V., Abarantyne, I. and Rugimbana, R. 2019. The impact of psychological contracts on employee engagement at a university of technology. *SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur*, 17(0), a1039.

Naqvi, S.M.M.R. and Bashir, S. 2015. IT-expert retention through organizational commitment: a study of public sector information technology professionals in Pakistan. *Applied Computing and Informatics*, 11, 60-75. http://dx.doi.org/10.1016/j.aci.2011.11.001 [Accessed: 05.11.2022].

Naris, N.S. and Ukpere, I. W. 2010. Developing a retention strategy for qualified staff at the Polytechnic of Namibia. *African Journal of Business Management*, 4(6) 1078- 1084, June.

Nautilus. 2009e. BGM Report. *Nautilus International*. http://www.nautilusint.org/Resources/Reports/ BGM Report - 2009.pdf [Accessed: 11.03.2022].

Nautilus. 2012d. Women. *Nautilus International*. http://www.nautilusint.org/pages/search.aspx?k= women [Accessed: 15.03.2022].

Nel, P.S., Gerber, P.D., van Dyk, P.S., Haasbroek, G.D., Schultz, H.B., Sono, T. and Werner, A. 2001. *Human Resources Management*. 5th ed. Cape Town: Oxford University Press.

Nguyen, T.T., Ghaderi, H., Caesar, L.D. and Cahoon, S. 2014. Current challenges in the recruitment and retention of seafarers: an industry perspective from Vietnam. *The Asian Journal of Shipping and Logistics*. 30(2), 217–242.

Nikolopoulou, K. 2022. *What Is Probability Sampling? | Types & Examples*. [online] Scribbr. Available at: <https://www.scribbr.com/methodology/probability-sampling/> [Accessed 28 September 2022].

Noah, Y. 2008. A study of worker participation in management decision making within selected establishments in Lagos, Nigeria. *Journal of Social Science*, 17, 31-39.

Noe, R.A., Hollenback, J.R., Gerhart, B. and Wright, P.M. 2006. Human Resource Management. 5th ed. McGraw Hall Irwin.

Noe, R.A., Hollenback, J.R., Gerhart, B. and Wright, P.M. 2015. *Human resources management: gaining competitive advantage*. 9th edition. New York: McGraw-Hill Education.

O'Neal, S and Gebauer, J. 2006. Talent management in the 21st century: attracting, retaining and engaging employees of choice. *Worldatwor*k *Journal*, 6-17, 1st quarter

Ogden J. and Cornwell D. 2010. The role of topic, interviewee, and question in predicting rich interview data in the field of health research. *Social Health*, Illn. 2010;32(7):1059–71.

Oldenburg, M. and Jensen, H. J. 2012. Merchant seafaring: a changing and hazardous occupation. *Occupational and Environmental Medicine*, 69(6), 132-148.

Oldenburg, M., Jensen, H.J., Latza, U. and Baur, X. 2009. Seafaring stressors aboard merchant and passenger ships. *International Journal of Public Health*, 54(2), 96-105.

Olshansky, E.F. and de Chesnay, M. 2014. Generating theory using grounded theory methodology. *Qualitative Designs and Methods in Nursing (Set)*.

Onah, F.O. and Anikwe, O.S. 2016. The task of attraction and retention of academic staff in Nigerian universities. *Journal of Management and Strategy*, 7(2), 9 - 20.

Osman, M.K. 2013. High-Performance Work practices and hotel employee performance: the mediation of work engagement. *International Journal of Hospitality Management*, 32, 132-140. http://dx.doi.org/10.1016/j.ijhm.2012.05.003 [Accessed: 11.07.2022].

Paillé, P. 2013. Organizational citizenship behaviour and employee retention: how important are turnover cognitions? *The International Journal of Human Resource Management*, 24, 768-790. http://dx.doi.org/10.1080/09585192.2012.697477 [Accessed: 24.07.2022].

Park, R. and Jang, S. J. 2015. Mediating role of perceived supervisor support in the relationship between job autonomy and mental health: moderating role of value-means fit. *The International Journal of Human Resource Management*, 28, 703-723. https://doi.org/10.1080/09585192.2015.1109536 [Accessed: 14.10.2022].

Parker, T. W., Hubinger, I. M., Green, S., Sargent, I. and Boyd, B. 1997. *A survey of the health, stress and fatigue of Australian seafarers.* Canberra. Australian Maritime Safety Authority.

Parlak, Z. and Yildirim, E. 2011. Labour markets for and working conditions of Turkish seafarers: an exploratory investigation*. İktisat Fakültesi Mecmuası*, 55(1), 87-104.

Patton, M.Q. 2002. *Qualitative Evaluation and Research Methods*. 3rd ed. Thousand Oaks, CA: Sage Publications, Inc.

Pauksztat, B., Grech, M., Kitada, M., Jensen, R.B., 2020, Seafarers' Experiences during the COVID19 Pandemic: Report.

Payne, G. and Payne, J. 2004. *Key concepts in social research*. London: Sage.

Peachey, L. 2007. London calling. *Maritime Risk International*, 2(12), 6-7.

Pekcan, C., Barnett, M. and Gatfield, D. 2003. A national survey of cadets. Warsash Maritime Centre. Warsash.

Pfeifer, A.P., Schuettle, K. and Schwinn, J. 2009. Migration and employment. Retrieved from http://www.oecd.org/dac/povertyreduction/ briefly published/. [Accessed: 04.07.2022].

Pitts, D., Marvel, J. and Fernandez, S. 2011. So hard to say goodbye? Turnover Intention among US federal employees. *Public Administration Review*, 71, 751-760. http://dx.doi.org/10.1111/j.1540-6210.2011.02414.x [Accessed: 22.011.2022].

Pope C, Ziebland S, Mays N. 2000: Analysing qualitative data. *British Medical Journal*, 2000, 320: 114-116. 10.1136/bmj.320.7227.114.

Popescu, C. and Varsami, A. E. 2010. The place of women in a men's world from a Maritime University perspective. *International Conference on Engineering Education and International*

Conference on Education and Educational Technologies - Proceedings, 182–186. https://docplayer.net/39744370-The-place-of-women-in-a-men-s-world-from-a-maritime-university-perspective.html

Poulsen, R.T., Sjögren, H. and Lennerfors, T.T. 2012. The Two Declines of Swedish Shipping. In: Tenold, S., Iversen, M.J., Lange, E. (eds) *Global Shipping in Small Nations*. Palgrave Macmillan, London. https://doi.org/10.1057/9780230363526_4

Powers, D. E. and Powers, A. 2015. The incremental contribution of TOEIC listening, reading, speaking, and writing tests to predicting performance on real-life English language tasks. *Language Testing*, 32(2), 151-167. http://dx.doi.org/10.1177/0265532214551855

Prince, B.J. 2005. Career-focused employee transfer processes. *Career Development International*, 10, 293-309. http://dx.doi.org/10.1108/13620430510609136 [Accessed: 21.09.2022].

Priyadarshini, C., Sreejesh, S. and Anusree, M.R. (2017), “Effect of information quality of employment website on attitude toward the website: a moderated mediation study”, *International Journal of Manpower*, Vol. 38 No. 5, pp. 729-745.

Progoulaki, M. and Roe, M. 2011. Dealing with multicultural human resources in a socially responsible manner: a focus on the maritime industry. *WMU J Marit Affairs* 10, 7–23 (2011). https://doi.org/10.1007/s13437-011-0003-0 [Accessed: 21.5.2022].

Purpura, J. E. 2011. Quantitative research methods in assessment and testing. *Handbook of Research in Second Language Teaching and Learning*, 2, 731-751. http://dx.doi.org/10.4324/9780203836507.ch44 [Accessed: 19.06.2022].

Quinlan, C. 2011. *Business research methods*. Hampshire: Thomas Rennie.

Rahi, S. 2017. Research Design and Methods: A Systematic Review of Research Paradigms, Sampling Issues and Instruments Development. *International Journal of Economics & Management Science* 6: 403. doi: 10.4172/2162-6359.1000403

Rahman, M.S. 2016. “The advantages and disadvantages of using qualitative and quantitative approaches and methods in language ‘Testing and assessment’ research: A literature review,” *Journal of Education and Learning*, 6(1), p. 102. Available at: https://doi.org/10.5539/jel.v6n1p102 [Accessed: 21.03.2022].

Rajani, N.S., Reddy, V.B. and Parvathi, A. 2016. Recruitment practices in IT sector: a comparative analysis of selected Indian and multinational companies*. International Journal of Science and Technology Research, 5(4), 257 - 267.*

Rambur, B., McIntosh, B., Palumbo, M.V. and Reinier, K. 2005. Education as a determinant of career retention and job satisfaction among registered nurses*. Journal of Nursing Scholarship, 37, 185-192. http://dx.doi.org/10.1111/j.1547-5069.2005.00031.x [Accessed: 12.10.2022].*

Ramlall, S. 2003. Managing employee retention as a strategy for increasing organizational competitiveness*. Applied H.R.M. Research, 8, 63-72*

Rasinger, S. M. 2013. *Quantitative research in linguistics: An introduction*. A & C Black. London: Bloomsbury

Reed, A. 2001. Innovation in human resource management: tooling up for the talent wars. London: British Library Cataloguing in Publication Data.

Remenyi, D., Williams, B., Money, A. and Swartz, E. 1998. *Doing Research in Business and Management, An Introduction to Process and Method*. London: Sage.

Richards, H. M. and Schwartz, L. J. 2002. Ethics of qualitative research: are there special issues for health services research? Family practice, 19(2), 135-139.

Richards, T. J. and Richards, L. 1994. Using computers in qualitative research. In N. Denzin, and Y. Lincoln (Eds.), *Handbook of Qualitative Research* (pp. 445-462). London: Sage Publications.

Richardson, A. J. 2012. Paradigms, theory and management accounting practice: a comment on Parker (forthcoming) “Qualitative management accounting research: Assessing deliverables and relevance”. *Critical Perspectives on Accounting*, 23(1), 83-88. http://dx.doi.org/10.1016/j.cpa.2011.05.003 [Accessed: 13.06.2022].

Richman, J. A., Rospenda, K. M., Nawyn, S. J., Flaherty, J. A., Fendrich, M., Drum, M. L. and Johnson, T. P. 2018. Sexual harassment and generalized workplace abuse among university employees: Prevalence and mental health correlates. *American Journal of Public Health*, 88(3), 371-379.

Rinne, H., Laaksonen, M., Notkola, V., & Shemeikka, R. (2020). Mortality among seafarers: a register-based follow-up study. Occupational Medicine, 70(2), 119–122. https://doi.org/10.1093/occmed/kqaa002 (Accessed: 18.06.2002)

Ritchie, J., Lewis, J., Nicholls, C. M. and Ormston, R. 2013. *Qualitative research practice: A guide for social science students and researchers*. London: Sage.

Robbins, S. P. and Judge, T. 2008. Organizational Behaviour, 13th Ed. Samsa.org.za. 2019. Draft Regulations relating to Seafarers Education, Training, Assessment and Certification and the Safe Manning of Ships. [online] Available at: <https://www.samsa.org.za/MarineNotices/2019/MN2019 of 2020 19 relating to Seafarers Education Training Assessment And Certification and the Safe Manning of Ships.pdf> [Accessed 4 November 2021].

Robbins, S.P. and Decenzo, D.A. 2004. *Fundamentals of Management: Essential Concepts and Applications*. 4th ed. New Jersey: Pearson Prentice Hall.

Robbins, S.P., Odendaal, A. and Roodt, G. 2004. *Organisational Behaviour Global and Southern African Perspectives*. Cape Town: Pearson Education.

Rochdale, J. D. K. 1970. *Merchant marine; Shipping; Great Britain*. London. H.M. Stationery Office.

Rodriguez-Martos, R. 2010. *The merchant vessel*: *a sociological analysis*. Barcelona. Edicions UPC.

Rolfe, H. 2005. Building a stable workforce: recruitment and retention in the child care and early years sector. *Children and Society*, 19, 54-65. http://dx.doi.org/10.1002/chi.829 [Accessed: 21.08.2022].

Ruggunan, S.D. 2008. *Global transformation of the contemporary labour market for merchant navy seafarers: case studies of Filipino, South African and British Seafaring labour markets*. Durban: University of KwaZulu-Natal, South Africa.

Rumsey, M., Thiessen, J., Buchan, J. and Daly, J. 2016. The consequences of English language testing for international health professionals and students: an Australian case study. *International Journal of Nursing Studies*, 54, 95-103. http://dx.doi.org/10.1016/j.ijnurstu.2015.06.001 [Accessed: 18.11.2022].

Ryan, R.M., Sheldon, K.M., Kasser, T. and Deci, E.L . 1996. All goals are not created equal: an organismic perspective on the nature of goals and their regulation. In P.M! Gollwitzer et al (Eds.), *the Psychology of action: Linking cognition and motivation to behaviour* (pp. +- 26). New York, NY: The Guilford Press.

Sallee, M. W. and Flood, J. T. 2012. Using qualitative research to bridge research, policy, and practice. *Theory Into Practice*, 51(2), 137-144. http://dx.doi.org/10.1080/00405841.2012.662873 [Accessed: 20.08.2022].

Sampson, H., & Ellis, N. (2020). Stepping up: the need for Proactive Employer Investment in Safeguarding Seafarers' Mental Health and Wellbeing. Maritime Policy & Management, 48(8), 1069–1081. https://doi.org/10.1080/03088839.2020.1867918 (Accessed: 18.08.2022)

Sampson, H. and Schroeder, T. 2006. In the wake of the wave: globalization, networks, and the experiences of transmigrant seafarers in Northern Germany. *Global Networks* 6 (1): 61–80.

Sampson, H. and Thomas, M. 2003. Lone researchers at sea: Gender, risk and responsibility*. Qualitative Research,* 3(2), 165-189.

Sandelowski, M. 2008. Theoretical saturation. *The SAGE encyclopaedia of qualitative research methods*, *2*, pp.875-876.

Saunders, M., Lewis, P. and Thornhill, A. 2007. *Research Methods for Business Students*. Harlow: Financial Times/Prentice Hall.

Saunders, M., Lewis, P. and Thornhill, A. 2012. *Research Methods for Business Students*. 6th edition, Pearson Education Limited.

Sayers, R. 2007. The right staff from X to Y Generational change and professional development in future academic libraries. *Library Management*, 28 (8/9): 474-487.

Schofield, J. W. 2007. Increasing the generalizability of qualitative research. In M. Hammersley (Ed.), *Educational Research and Evidence-based Practice* (pp. 181-203). London: Sage Publications

Schwepker, C. H. 2001. Ethical climate's relationship to job satisfaction, organizational commitment, and turnover intention in the salesforce. *Journal of Business Research,* 54(1), 39–52. doi: 10.1016/j.bbr.2011.03.031

Scotland, J. 2012. Exploring the philosophical underpinnings of research: relating ontology and epistemology to the methodology and methods of the scientific, interpretive, and critical research paradigms. *English Language Teaching*, 5(9), pp.9-16.

Seafarer, R. 2011. High-profile cases [Online]. England*: Seafarers' Rights International.* http://www.seafarersrights.org/seafarers-subjects/seafarers-rights-and-the-criminallaw/high-profile-cases/. [Date of access: 27th April 2022]

Seafarers' National Convention Manila Philippines. 27th - 28th September 2002.

Searcy, P. D. 2012. Job autonomy as a predictor of mental well-being: the moderating role of quality-competitive environment. *Journal of Business and Psychology,* 27, 305-316. https://doi.org/10.1007/s10869-011-9244-3 [Accessed: 18.07.2022].

Sekaran, U. 2000. *Research Method for Business* (3rd Ed.). New York: John Wiley & Sons, Inc

Sencila, V, Bartuseviciene, I, Rupšiene, L. and Kalvaitiene, G. 2010. The Economical Emigration Aspect of East and Central European Seafarers: Motivation for Employment in Foreign Fleet. TransNav, International Journal on Marine Navigation and Safety of Sea Transportation, 4(3), 337-342.

Shafique, O. 2012. Recruitment in the 21st Century. *Interdisciplinary Journal of Contemporary Research in Business,* 4(2), 887- 900.

Shah, S.R. and Al-Bargi. 2013. Research paradigms: Researcher's worldview: Theoretical framework and study design. Arab World English, *International Peer Reviewed Journal*, 46(4): 252- 264

Shantanu, P. 2010. Shortage of seafarers: Why we don't act prudently. WMU Sasakawa Fellows' Network Meeting Colombo Sri Lanka. January 2010.

Sharda, S. 2012. What are flag states in the shipping industry? *Marine insight*, http://www.marineinsight.com/misc/maritimelaw/what-are-flag-states-in-the-shipping-industry-2/ [Accessed: 12.05.2022].

Shetty, S. 2022. Determining sample size for qualitative research: what is the magical number? *InterQ Research*. Available at: https://interq-research.com/determining-sample-size-for-qualitative-research-what-is-the-magical-number/#:~:text=A%20sample%20size%20should%20be,be%20the%20attainment%20of%20saturation. (Accessed: October 29, 2022).

Shields, M.A. and Ward, M. 2001. Improving nurse retention in the national health service in England: the impact of job satisfaction on intentions to quit. *Journal of Health Economics,* 20, 677-701. http://dx.doi.org/10.1016/S0167-6296(01)00092-3 [Accessed: 18.09.2022].

Shikongo, J.N. 2011. Staff attraction and retention: a model for a Namibian state. M-Tech Dissertation, J N Shikongo. 2011. Cape Peninsula University of Technology

Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., Ehrhart, K. H. and Singh, G. 2011. Inclusion and diversity in work groups: a review and model for future research. *Journal of Management*,37(4), 1262–1289. https://doi.org/10.1177/0149206310385943 [Date of access: 27th April 2022]

Shuttleworth, M. and Wilson, L. 2008. *Qualitative Research Design*, *Qualitative research design*. Available at: https://explorable.com/qualitative-research-design [Accessed: October 29, 2022].

Sidorcuka, I. and Chesnovicka, A. 2017. Methods of attraction and retention of generation z staff. CBU International Conference Proceedings. 5. 807. 10.12955/cbup. v5.1030.

Silos, J.M., Piniella, F., Monedero, J. and Walliser, J. 2012. "Trends in the global market for crews: A case study," *Marine Policy*, Elsevier, vol. 36(4), pages 845-858.

Silverman, D. 2010. *Qualitative research*. London: Sage.

Silverthorne, C. 2004. The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan. *Leadership & Organization Development Journal*, 25(7), 592–599. doi:10.1108/01437730410561477

Singla, S. 2012. A list of important rights every women seafarer should know. Available: http://maritime-connector.com/news/general/a-list-of-important-rights-every-womenseafarer-should-know/ [Accessed 30 September 2014].

Sitorus, W. 2015. Research methods. *Academia.edu*. Available at: https://www.academia.edu/10531416/RESEARCH_METHODS (Accessed: November 12, 2022).

Skinner, J., Edwards, A. and Corbett, B. 2015. *Research methods for sport management*. 3rd ed. New York: Routledge.

Slišković, M., Russo, A., Mandić, N. & Mulić, R. (2020). Drop-Out - Inadequate Response of Seafareres To Stress. Psychiatria Danubina, 32, S53–S57.

Smita, K. 2011. 7 dangers of flags of convenience (FOC) to seafarers. *Marine Insight*, http://www.marineinsight.com/misc/maritimelaw/7-dangers-of-flags-of-convenience-foc-toseafarers/ [Accessed: 23.07.2022].

Smith, K.J. 2015. Conducting Thorough Job Analyses and Drafting Lawful Job Descriptions. *Employment Relations Today*, 41(4), pp.95–99.

Sparkes, E., Duarte, R.V., Raphael, J.H., Denny, E. and Ashford, R.L. 2012. Qualitative exploration of psychological factors associated with spinal cord stimulation outcome. *Chronic Illness*. 2012;8(4):239-251. doi:10.1177/1742395311433132

Spence Laschinger, H.K., Leiter, M., Day, A. and Gilin, D. 2009. Workplace empowerment, incivility, and burnout: impact on staff nurse recruitment and retention outcomes. *Journal of Nursing Management*, 17, 302-311. http://dx.doi.org/10.1111/j.1365-2834.2009.00999.x [Accessed: 19.07.2022].

Spurgeon, A. and Harrington, J. M. 2001. Shiftwork and health. In: *Textbook of occupational medicine practice.* Edited by D. Koh, C. K. Seng & J. Jeyaratnam (pp. 421-442). Singapore. World Scientific Publishing Company Incorporated.

Srivastava, P. and Bhatnagar, J. 2008. Talent acquisition due diligence leading to high employee engagement: case of Motorola India MDB. *Industrial and Commercial Training*, 40 (5):253-260.

Starks H. and Trinidad S.B. 2007. Choose Your Method: A Comparison of Phenomenology, Discourse Analysis, and Grounded Theory. *Qualitative Health Research*. 2007;17(10):1372-1380. doi:10.1177/1049732307307031
STCW including 2010 Manila amendments 2011. 3rd ed. London: International Maritime Organization, 22-23.

Stoner, J.A.F., Freeman, R.E. and Gilbert Jr, D.R. 1995. *Management*. 6th ed. New Jersey: Pearson Prentice Hall.

Strauss, A. L. and Corbin, J. M. 1990. *Basics of qualitative research* (Vol. 15). Newbury Park, CA: Sage.

Sturges, J. E. and Hanrahan, K. J. 2004. Comparing telephone and face-to-face qualitative interviewing: A research note. *Qualitative Research*, vol. 4, no. 1, pp. 107-118.

Suliman, A.M. and Obaidli, H.A. 2011. Organisational climate and turnover in Islamic banking in the UAE, International Journal of Islamic and Middle Eastern Finance and Management 4(4), 308 - 324.

Suppiah, R. 2009a. International ship and port facility security (ISPS) code and crew welfare. *Maritime Affairs: Journal of the National Maritime Foundation of India*, 5(1), 57-72.

Suppiah, R. 2009b. ISPS and manning issues. *WMU Journal of Maritime Affairs*, 8(1), 89-103.

Swanepoel, B., Erasmus, B., van Wyk, M. and Schenk, H. 2000. *South African Human Resource Management Theory and Practice*. 2nd ed. Cape Town: Zebra Publication.

Tai, T.W., Bame, S.I. and Robinson, C.D. 1998. Review of nursing turnover research, 1977-1996. *Social Science and Medicine*, 47, 1905-1924. http://dx.doi.org/10.1016/S0277-9536(98)00333-5 [Accessed: 13.08.2022].

Tampoe, M. 1993. Motivating knowledge workers – The challenge for the 1990s. *Long Range Planning*, 26 (3): 49-55.

Tansey, P. 2010. Women onboard – ten years of the IMO Women in Development Programme 2000. *Indian National Shipowners' Association.*

http://www.imo.org/blast/mainframe.asp?topic_id=406&doc_id=1082"doc_id=1082. [Date of access: 04/02/2022].

Tanwar, K. and Prasad, A. 2016. Exploring the relationship between employer branding and employee retention. *Global Business Review*, 17(3_suppl), 186S-206S. https://doi.org/10.1177/0972150916631214 [Accessed: 05.05.2022]

Tarver, S. 2001. *The recruitment strategies of the United Kingdom's shore-side maritime industries*. (Doctorate PhD), Southampton Solent University, Southampton.

Tesch, R. 1990. *Qualitative Research: analysis types & software tools*. Bristol, PA. Falmer Press.

Theotokas I. and Tsalichi C. 2013. Employment of women at sea. Perception, attitudes and experiences of male seafarers in the Greek context. *University of the Aegean Conference: International Association of Maritime Economists Annual Conference*. Marseille, France. https://www.researchgate.net/publication/267152213_Employment_of_women_at_sea_Perceptions_attitudes_and_experiences_of_male_seafarers_in_the_Greek_context [Accessed: 04.06.2023]

Thomas, L. 2022. *Simple Random Sampling | Definition, Steps & Examples*. [online] Scribbr. Available at: <https://www.scribbr.com/methodology/simple-random-sampling/> [Accessed 28 September 2022].

Thomas, M. 2004. 'Get Yourself a Proper Job Girlie!': Recruitment, retention and women seafarers'. *Maritime Policy & Management*, 31(4), 309-318. http://dx.doi.org/10.1080/0308883042000259828 doi:10.1080/0308883042000259828 [Accessed: 12.10.2022].

Thomas, M., Sampson, H. and Zhao, M. 2003. Finding a balance: Companies, seafarers and family life. *Maritime Policy & Management*, 30(1), 59-76.

Thomas, M.A. 2006. Sexual Harassment in a residential occupation of woman seafarers. *Health Education Journal 2006*, Vol 65 no 2 Seafarers Senior Research Associate, Seafarers International Research Centre, Cardiff University.

Thompson, C.A. 2006. 'Relationships among organizational family support, job autonomy, perceived control, and employee well-being.', Journal of Occupational Health Psychology, 11(1), pp. 100–118. doi:10.1037/1076-8998.10.4.100.

Thomson, S. B. 2011. Qualitative research: validity. *JOAAG*, 6(1), 77-82.

Thorne, S. 2000. Data analysis in qualitative research. *Evidence-Based Nursing*, 3, 68–70. doi:10.1136/ebn.3.3.68

Tobin, G. A. and Begley, C. M. 2004. Methodological rigour within a qualitative framework. *Journal of Advanced Nursing*, 48, 388–396.doi:10.1111/j.1365-2648.2004.03207.x

Tremblay, M.L., O'Brien-Pallas, L., Viens, C., Brabant, L.H. and Gelinas, C. 2006. Towards an integrated approach for the management of ageing nurses. *Journal of Nursing*

Management, 14, 207-212. http://dx.doi.org/10.1111/j.1365-2934.2006.00604.x [Accessed: 23.05.2022].

Trevor, C.O., Gerhart, B. and Boudreau, J.W. 1997. Voluntary turnover and job performance: Curvilinearity and the moderating influences of salary growth and promotions. *Journal of Applied Psychology*, 82, 44-61. http://dx.doi.org/10.1037/0021-9010.82.1.44 [Accessed: 15.08.2022].

Tuckett, A. 2005. Applying thematic analysis theory to practice: a researcher's experience. *Contemporary Nurse*, 19, 75–87.

Tuohy, D., Cooney, A., Dowling, M., Murphy, K. and Sixsmith, J. 2013. An overview of interpretive phenomenology as a research methodology. *Nurse Researcher*, 20(6), 17-20. http://dx.doi.org/10.7748/nr2013.07.20.6.17.e315 [Accessed: 29.05.2022].

Turban, D. B. and Cable, D. M. 2005. Firm reputation and applicant pool characteristics. *Journal of Organisational Behaviour* 24(6), 733-751.

Turnbull, P. 2013. Promoting the employment of women in the transport sector – obstacles and policy options. *International Labour Organization*, Working Paper. [Online]. Available at http://www.oit.org/wcmsp5/groups/public/---ed_dialogue/---sector/documents/publication/wcms_234880.pdf (Accessed 19.08 2022)

Tymon Jr., W.G., Stumpf, S.A. and Smith, R.R. 2011. Manager support predicts turnover of professionals in India. *Career Development International*, 16, 293-312. http://dx.doi.org/10.1108/13620431111140174 [Accessed: 18.10.2022].

Ugwu, C.I., Ekere, J.N., and Onoh, C. 2021. "Research paradigms and methodological choices in the research process." *Journal of Applied Information Science and Technology* 14(2): 116-24. http://www.jaistonline.org/14vol2/12.pdf. [Accessed: 18.04.2022].

UKessays. 2015, March 23. Swot analysis of South Africa's strength natural resources economics essay. Retrieved June 6, 2016, from https://www.ukessays.com/essays/economics/swot-analysis-of-southafrica-strength-natural-resources-economics-essay.php

Urquhart, C. 2012. *Grounded theory for qualitative research: A practical guide*. London. Sage.

Veenstra, A. 2002. Nautical education in a changing world: the case of the Netherlands Marine Policy. Available at: https://www.sciencedirect.com/science/article/abs/pii/S0308597X0100046X#preview-section-references (Accessed: 12.08 2022).

Viljoen, C. 2016. Face-to-face interview. In: Carol-Dekker, L. (ed.). University of KwaZulu-Natal, Howard College, Durban,

Visan, I. and Georgescu, M. 2012. Steering among a sea of islands. Available: http://www.wseas.us/elibrary/conferences/2012/CambridgeUK/CUMNUPEM/CUMN UPEM-28.pdf [Accessed 22 July 2013].

Wadsworth, E. J. K., Allen, R. H., McNamara, R. L. and Smith, A. P. 2008. Fatigue and health in a seafaring population. *Occup Med* (Lond), 58(3), 198-204.

Walsh, K. and Taylor, M.S. 2007. Developing in-house careers and retaining management talent: what hospitality professionals want from their jobs. Cornell Hotel. *Restaurant and Administrative Quarterly*. 48(2). p.163-210.

Walsh, M. and Wigens, L. 2003. *Introduction to Research*. Cheltenham. Nelson Thornes.

Weber, R. 2004. Editor's comments: The rhetoric of positivism versus interpretivism: a personal view. *MIS Quarterly*, 28(1), iii-xii. Retrieved from http://www.jstor.org/stable/pdf/25148621.pdf?acceptTC=true [Accessed: 21.06.2022].

Wehmeier, P., Schacht, A. and Barkley, R. 2005. Social and emotional impairment in children and adolescents with ADHD and the impact on quality of life*. The Journal of Adolescent Health : Official Publication of the Society for Adolescent Medicine*. Available at: https://pubmed.ncbi.nlm.nih.gov/20159496/ (Accessed: 12 April 2022).

Wei, Y.C., Chang, C.C., Lin, L.Y. and Liang, S.C. (2016), "A fit perspective approach in linking corporate image and intention-to-apply", *Journal of Business Research*, Vol. 69 No. 6, pp. 2220-2225.

Wells, M. and Thelen, L. 2002. What does your workspace say about you? The influence of personality, status and workspace on personalization. *Environment and Behavior*, 34, 300-321. http://dx.doi.org/10.1177/0013916502034003002 [Accessed: 22.07.2022].

Wexler, A. 2015. Power Outages Mar South Africa's Economic Expansion. Retrieved August 26, 2016, from http://www.wsj.com/articles/power-outages-mar-south-africas-economic-expansion-1431077401

Whiston, S. C. and Keller, B. K. 2004. The Influences of the family of origin on career development: a review and analysis. *The Counseling Psychologist, 32*(4), 493–568. https://doi.org/10.1177/0011000004265660 [Accessed: 15.09.2022].

Wild, A. 2012. Securing the future of Australian shipping through officer education and training. Bachelors thesis, University of Tasmania.

Williamson, I.O., Lepak, D.P. and King, J. (2003), "The effect of company recruitment web site orientation on individuals' perceptions of organizational attractiveness", *Journal of Vocational Behavior*, Vol. 63 No. 2, pp. 242-263.

Wilson, A. 2014. Being a practitioner: an application of Heidegger's phenomenology. *Nurse Researcher*, 21(6), 28-33. http://dx.doi.org/10.7748/nr.21.6.28.e1251 [Accessed: 15.06.2022].

Wilson, J. 2010. *Essentials of business research: a guide to doing your research project*. London. Sage Publication.

Winchester, N. 2005. Global regulation of seafarer certification. *Seafarers International Research Centre's Fourth International Symposium, Cardiff*. July 2005, pp. 7-27.

Witt, K. 2019. *Handout -types of research designs exploratory design*, *Academia.edu*. Available at: https://www.academia.edu/38753938/Handout_Types_of_Research_Designs_Exploratory_Design (Accessed: November 12, 2022).

Woo, M.W.E. 2007. Brain drain or tap the strengths. *Library Management*, 28(8/9): 501-514.

Wood, M.E., Mansoor, G.F., Hashemy, P., Namey, E., Gohar, F., Ayoubi, S.F. and Todd, C.S. 2013. Factors Influencing the retention of midwives in the public sector in Afghanistan: a qualitative assessment of midwives in eight provinces. *Midwifery*, 29, 1137-1144. http://dx.doi.org/10.1016/j.midw.2013.07.004 [Accessed: 19.07.2022].

Workman, D. (2016, May 07). South Africa's Top 10 Imports. http://www.worldstopexports.com/south-africas-top-10-imports (accessed: May12, 2024)

Wu, B. 2004. Segmentation of global labour market for seafarers: Quantitative evidence (Cardiff: Seafarers International Research Centre).

Yabuki, H. 2011. The 2010 Manila amendments to the STCW convention. *Journal of Maritime Researches*, 1(1), 11-17.

Yelland, C. 2015. From a crisis of capacity to a crisis of raising prices, declining demand and funding. Retrieved from http://www.dailymaverick.co.za/article/2015-11-15-eskom-from-a-crisis-of-capacity-to-a-crisis-of-rising-prices-declining-demand-and-funding/#.Vs1ixvl95D8 [Accessed: 20.06.2022

Yin, R. K. 2003. *Case study research, design and methods*. Newbury Park, CA. Sage.

Yin, R.K. 2014. *Case study research: designs and methods*. 5th edition. Thousand Oaks. Sage Publications.

Zaar, S. and Hammarstedt, K. 2012. Promotion campaigns in the maritime sector and the attitude of young people towards a career at sea. Master's thesis. Chalmers University of Technology.

Zhao, M. 1998. Women seafarers in the EC. Seafarers' International Research Centre, Cardiff.

Zhao, M. 2002. Globalisation and women seafarers in cruise shipping. http://www.aos-world.org/library/rio/Rio24en.pdf. [Accessed 03/02/2013].

Zhao, M. and Amante, M. S. V. 2005. Chinese and Filipino seafarers: a race to the top or the bottom? *Modern Asian Studies*, 39(3), 535-557.

Zhao, Z. 2011. Human Resource Strategies of Chinese State Crewing Agencies with Special Reference to Labour Export and the Experience of Chinese Seafarers. PhD Thesis. Cardiff University.

ANNEXURE A: Female Seafarer Interview Guide

Name: ___________________________

Position: _________________________

Years of service: ____________________

Attraction

1. At what age did you start your Maritime training?
2. Did you have any prior knowledge with seafaring or the maritime profession before enrolling at your maritime institute?
3. How did you get to know about the seafaring profession?
4. What do you consider to be your main attractions to a seafaring career?
5. Have any of your relatives/friends worked as a Seafarer?
6. Did your family or friends contribute to your interest in going to sea? If so in which way?
7. Can you describe what kind of image or perception you have of the seafarer profession and what can be done to improve the perception?

Retention

1. What general challenges do you as a female face onboard?
2. Has your seafaring career, so far, met your expectations? How so?
3. Would you advise young females to become Seafarers? How would you motivate them to join this profession?
4. Are you planning to remain a Seafarer? Why?

Transformation

1. What general challenges do you think the maritime industry face regarding attracting and retaining of female seafarers?
2. What do you think can be done do to attract and retain female seafarers?

ANNEXURE B: INFORMED Consent Form

African Marine Solutions Group Pty Ltd
31 Carlisle Street
Paarden Eiland
7405

Attraction, retention, and transformational factors for female seafarers at a selected shipping company, Cape Town, South Africa

Name of Researcher: Janine Dunn

	Please initial
1. I confirm that I have read and understood the information sheets for the above study and had any questions about the research answered to my satisfaction	
2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason.	
3. I am willing to take part in the interview for this research and for the interview to be recorded.	
4. I understand that no-one will have access to the recording beyond the researcher and her supervisors.	
5. I understand that transcripts, both paper and electronic versions, will be secured in the privacy of the researcher's office. I, therefore, grant authorisation for the use of the above information with the full understanding that my anonymity and confidentiality will be preserved at all times.	

___________________ __________________ ___________________

Name of participant Date Signature

___________________ __________________ ___________________

Name of researcher Date Signature

ANNEXURE C: FBMS Ethics Certificate

Cape Peninsula University of Technology

P.O. Box 1906 | Bellville 7535
Symphony Road Bellville 7535
South Africa
Tel: +27 21 4603291
Email: fbmsethics@cput.ac.za

Office of the Chairperson **Research Ethics Committee**	FACULTY: BUSINESS AND MANAGEMENT SCIENCES

The Faculty's Research Ethics Committee (FREC) on **14 June 2022**, ethics **APPROVAL** was granted to **Janine Dunn (214003272)** for a research activity at the Cape Peninsula University of Technology for **Master of Human Resource Management**.

Title of project:	**Attraction, retention and transformational factors for female seafarers at a selected shipping company in Cape Town, South Africa** Supervisor (s): Dr Jerome Kiley

Decision: APPROVED

Signed: Chairperson: Research Ethics Committee	**28 June 2022** Date

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the CPUT Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study requires that the researcher stops the study and immediately informs the chairperson of the relevant Faculty Ethics Committee.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing accompanied by a progress report.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines, and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, notably compliance with the Bill of Rights as provided for in the Constitution of the Republic of South Africa, 1996 (the Constitution) and where applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003 and/or other legislations that is relevant.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.
7. No field work activities may continue after two (2) years for Masters and Doctorate research project from the date of issue of the Ethics Certificate. Submission of a completed research ethics progress report (REC 6) will constitute an application for renewal of Ethics Research Committee approval.

Clearance Certificate No | 2022_FBMSREC 026

ANNEXURE D: Organisational Permission Letter:

AMSOL
AFRICAN
MARINE
SOLUTIONS

11 February 2022

Dear Janine

Permission to conduct research at African Marine Solutions Group Pty Ltd for my thesis submitted in fulfilment of the requirements for Master of Technology: Human Resource Management.

Title "Attraction, retention and transformational goals of female seafarers at a selected shipping company, Cape Town, South Africa"

Thank you for allowing us the opportunity to engage in your envisaged research. We pleasantly welcome your request and grant permission to gain access to our employees and or any other respondents whom you wish to interview.

If you have any queries regarding the abovementioned, please do not hesitate to contact the undersigned.

Kind regards

Nceba Mfini
HR Executive
n.mfini@amsol.co.za
021:507-5777

African Marine Solutions Group (Pty) Ltd
31 Carlisle Street, Paarden Eiland, 7405
P.O. Box 1339, Cape Town, 8000

+27 21 507 5777
amsol@amsol.co.za
www.amsol.co.za

Directors: I. Abedian, A.G. Aitken,
C. Leale, P.A. Maclons N.P.L.W Madangombe,
Z.N. Mankai, J. Pullinger.
Reg. No: 2016/155238/07

IMCA Member