

Efforts to Prevent Gratification in the Ship Crew Recruitment System by the Manning Department at PT Arjuna Samudera Indonesia

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Abstract:

The Indonesian shipping industry relies on the recruitment of qualified crew to maintain safety and efficiency, but is vulnerable to bribery that undermines meritocracy. This study aims to evaluate the recruitment system at PT Arjuna Samudera Indonesia, identify potential bribery cases, and analyze the effectiveness of its prevention. Using a descriptive qualitative approach, the population included Crewing Department stakeholders (15 staff, 50 prospective crew), with a purposive sample of 10 key informants. Instruments included semi-structured interviews, observation, and documentation; iterative data analysis via Miles, Huberman, and Saldana (reduction, presentation, verification). The results show a structured process (planning, administration, interviews, checks and balances) without written SOPs, the potential for bribery (money, gifts, nepotism), and the effectiveness of prevention through transparency and multi-layered oversight. The conclusion recommends digital SOPs and ethics training for long-term integrity.

Keywords: Crew Recruitment, Gratification, Integrity, Indonesian Shipping and Corruption Prevention.

I. INTRODUCTION

The shipping industry plays a crucial role in supporting the global and national economies, transporting over 80% of international trade volume through its fleet. Globally, the sector continues to demonstrate post-pandemic resilience, with significant growth expected in 2023-2025 driven by supply chain recovery and increased logistics demand (UNCTAD, 2024). Meanwhile, in Indonesia, the world's largest archipelagic nation, the shipping industry is projected to contribute up to 6.10% to national GDP in 2025, with growth of 10.19% in the third quarter of 2025, making it a key pillar of interregional connectivity and the distribution of essential goods (BPS, 2025).

The quality of human resources, particularly ship crews, is a key determinant of shipping operational performance, as they are directly responsible for safety, security, and efficiency. Research by Ölçer and Kitada (2020) emphasized that professional crews must possess technical competencies in accordance with STCW and a strong work ethic, given the high risks involved in maritime operations. In Indonesia, a 2023 survey by the Central Statistics Agency (BPS) noted that this sector employs 6.3 million workers, but challenges such as crew negligence have the potential to lead to

serious accidents, as analyzed by Park et al. (2021), who linked human error to financial and environmental losses.

However, the crew recruitment process is often plagued by unethical practices such as nepotism, favoritism, and bribery, as revealed by Sampson et al. (2021) in a global study of the maritime industry. Prasetyo and Haryanto (2022) found that in national shipping companies, bribery occurs as an attempt to gain selection advantages through the provision of money or facilities, undermining meritocracy. This practice not only violates Law No. 20/2001 concerning the Eradication of Corruption but also undermines organizational integrity (KPK RI, 2021).

Previous studies have shown inconsistent results; for example, Chen and Chen (2020) stated that gratification undermines recruitment fairness, while Karahalios (2022) highlighted the safety risks posed by incompetent crew members. However, Anshori et al. (2025) focused more on crew integrity in general, without an in-depth evaluation of its preventive effectiveness. The main limitations of these studies lie in their macro-orientation and lack of analysis of the operational stages of recruitment, as criticized by Zhang and Zhao (2023) for their lack of context within private companies.

A clear research gap is evident in the lack of comprehensive studies on the implementation and effectiveness of graft prevention strategies in the crewing departments of national private shipping companies, such as PT Arjuna Samudera Indonesia, established in 2021 as an ethics-based crewing provider. This problem arises because previous research tends to ignore the potential for irregularities at every stage of recruitment—administration, testing, interviews, and placement—as well as internal oversight mechanisms.

This study aims to evaluate the crew recruitment system at PT Arjuna Samudera Indonesia, identify potential gratification practices, and analyze the effectiveness of prevention measures to create a transparent and integrity-based process. The current urgency of this research is driven by the growth of the Indonesian shipping industry post-2025 and the increasing risk of maritime corruption (MACN, 2024), while its novelty lies in a specific operational analysis absent in the literature. The theoretical contribution enriches maritime HR management, while the practical contribution provides recommendations for companies on a gratification-free recruitment system.

II. METHODS

This study adopted a qualitative approach with a descriptive design to provide an in-depth description of the ship crew recruitment system and efforts to prevent gratification in the Crewing Department of PT Arjuna Samudera Indonesia. This approach allows for natural exploration of phenomena without intervention, as described by Sugiyono (2022), who stated that descriptive qualitative research focuses on contextual understanding through direct interaction with subjects, producing rich data that reflects the reality on the ground (Sugiyono, 2022). A similar approach is also emphasized by Sudaryono (2021), who states that descriptive designs are effective for

analyzing the state of natural phenomena such as organizational practices, while Creswell and Poth (2021) add that this method is ideal for uncovering social processes such as ethical control mechanisms in recruitment (Sudaryono, 2021; Creswell & Poth, 2021).

The primary research instrument was the researcher herself, who collected and analyzed primary data through in-depth interviews, participant observation, and internal company documentation. Semi-structured interviews were conducted with crewing managers, HR staff, and prospective crew members to explore perceptions of gratuities and selection procedures, in accordance with Emzir's (2021) guidelines, which recommend this technique for authentic narrative data (Emzir, 2021). Direct observation covered administrative processes, competency tests, interviews, and placement, while documentation included recruitment SOPs, internal audit reports, and anti-gratuity policies. Secondary data was obtained from related literature, such as the study by Ölçer and Kitada (2020) and BPS (2023) for triangulation (Ölçer & Kitada, 2020). This technique aligns with Sugiyono (2022) who emphasizes a combination of three methods for strong qualitative validity (Sugiyono, 2022).

The study population included all stakeholders of the Crewing Department of PT Arjuna Samudera Indonesia, including 15 permanent staff (managers, HRD, recruiters), 50 active crew candidates during the 2024-2025 recruitment period, and internal documents related to the last 20 recruitment cycles. The sample was determined purposively with the criteria of direct involvement in the recruitment process, resulting in 10 key informants (5 managerial staff, 5 selected crew candidates) for in-depth interviews and observations at 5 main recruitment sessions. This purposive strategy follows the principles of Creswell and Poth (2021) which ensure data saturation in specific contexts such as preventing gratification, supported by Emzir (2021) for representative qualitative samples without statistical generalization (Creswell & Poth, 2021; Emzir, 2021).

Data analysis was conducted iteratively using the Miles, Huberman, and Saldana model, encompassing data reduction, data presentation, and conclusion drawing/verification. Reduction involved thematic coding of interview transcripts and observation notes to identify potential gratification patterns and the effectiveness of standard operating procedures (SOPs), followed by grouping information based on recruitment stages (administration to placement). Data presentation used a matrix and cohesive narrative to compare actual practices with STCW standards and Law No. 20/2001, while verification through source triangulation and member checking ensured credibility (Sugiyono, 2022; Sudaryono, 2021). This approach was complemented by a document content review to assess prevention effectiveness, as recommended by Creswell and Poth (2021), to produce in-depth, actionable interpretations (Creswell & Poth, 2021).

The research procedure began in July 2024 and ended in July 2025 during onshore practice (Prada) at the PT Arjuna Samudera Indonesia office, Jl. Boulevard

Artha Gading, 5th floor, West Kelapa Gading, North Jakarta. The initial stage included ethical preparation (company permit, informed consent), followed by parallel data collection (weekly interviews, daily observations, periodic documentation), intermittent analysis for saturation, and final validation through discussions with informants. The natural setting ensured external validity, in line with Emzir (2021) who emphasized a stepwise procedure for organizational studies (Emzir, 2021). The study concluded with the formulation of findings-based recommendations, bridging the identification gap identified by Prasetyo and Haryanto (2022) in the context of national crewing (Prasetyo & Haryanto, 2022).

III. RESULTS AND DISCUSSION

Research result

1. Ship Crew Recruitment Status Recapitulation Results

Table1: Recapitulation of Ship Crew Recruitment Results Status

357	CE	BUDHARDJUNO	Monday, 19 December 2025	BALTHILLAS ST OMBROS	Monday, 19 December 2025	APPROVED 19.12.2025
358	3D	ANDRIAN UMAR SARD	Wednesday, 17 December 2025	FRANCO STAR VALENCIA	Wednesday, 17 December 2025	APPROVED 20.12.2025
359	2D	FINADI	Friday, 19 December 2025	DELIA EK ABETHUSA	Friday, 19 December 2025	ALTERED ANOTHER PRINCIPAL
360	MAKTEM	AMF RICHARDSON	Tuesday, 23 December 2025	NAVITAS - MASTRO MICHAEL	Tuesday, 23 December 2025	WAITING FOR CONFIRMATION
361	AB	SWARFUGION DOLOP	Tuesday, 23 December 2025	NAVITAS - MASTRO MICHAEL	Tuesday, 23 December 2025	WAITING FOR CONFIRMATION
362	AB	RUDI HARYANTO	Tuesday, 23 December 2025	NAVITAS - MASTRO MICHAEL	Tuesday, 23 December 2025	WAITING FOR CONFIRMATION
363	AB	IRMAN ISMAIL	Tuesday, 23 December 2025	NAVITAS - MASTRO MICHAEL	Tuesday, 23 December 2025	WAITING FOR CONFIRMATION
364	OS	ANDAS FALANI	Tuesday, 23 December 2025	NAVITAS - MASTRO MICHAEL	Tuesday, 23 December 2025	WAITING FOR CONFIRMATION
365	OS	MUHAMMAD RIZKI AZIZ	Tuesday, 23 December 2025	NAVITAS - MASTRO MICHAEL	Tuesday, 23 December 2025	NOT APPROVED
366	OS	NUR RAMADHAN	Tuesday, 23 December 2025	NAVITAS - MASTRO MICHAEL	Tuesday, 23 December 2025	WAITING FOR CONFIRMATION
367	OLEK	MUHAMMAD SAFI	Tuesday, 23 December 2025	NAVITAS - MASTRO MICHAEL	Tuesday, 23 December 2025	WAITING FOR CONFIRMATION
368	OLEK	UNEDO PABULAN RAYMONDO SITONGA	Tuesday, 23 December 2025	EAST MARITIME TANKERS - BLAGE	Tuesday, 23 December 2025	APPROVED MT SUEZ HONGKONG
369	CE	VICTOR EMANUEL WATILETE	Tuesday, 23 December 2025	NAVITAS - MASTRO MICHAEL	Tuesday, 23 December 2025	WAITING FOR CONFIRMATION
370	D CODET	MUHAMAD RESGIRA	Tuesday, 23 December 2025	NAVITAS - MASTRO MICHAEL	Tuesday, 23 December 2025	WAITING FOR CONFIRMATION
371	COOK	RODRIAN FIRMANDEWAN	Tuesday, 23 December 2025	NAVITAS - MASTRO MICHAEL	Tuesday, 23 December 2025	WAITING FOR CONFIRMATION
372	MESSEMAN	MUHAMAD HILDAN	Monday, 29 December 2025	EAST MARITIME TANKERS - BLAGE	Monday, 29 December 2025	WAITING FOR CONFIRMATION
373	OLEK	YURIGAN	Monday, 29 December 2025	EAST MARITIME TANKERS - BLAGE	Monday, 29 December 2025	APPROVED MT SUEZ
374	PUMP/PAKE	SAPRI MAJE	Monday, 29 December 2025	EAST MARITIME TANKERS - BLAGE	Monday, 29 December 2025	WAITING FOR CONFIRMATION
375	OS	ADU MALUKA PRAMULYA	Monday, 29 December 2025	EAST MARITIME TANKERS - BLAGE	Monday, 29 December 2025	APPROVED MT SUEZ
376	OS	MUHAMMAD ALYAN NURI	Monday, 29 December 2025	EAST MARITIME TANKERS - BLAGE	Monday, 29 December 2025	WAITING FOR CONFIRMATION
377	OS	ARHAF FALAH	Monday, 29 December 2025	EAST MARITIME TANKERS - BLAGE	Monday, 29 December 2025	APPROVED MT SUEZ
377	AB	SELAMET MARPOK	Tuesday, 30 December 2025	EAST MARITIME TANKERS - BLAGE	Tuesday, 30 December 2025	APPROVED MT SUEZ
378	FITTER	FIRDAUS ERICSON	Tuesday, 30 December 2025	EAST MARITIME TANKERS - BLAGE	Tuesday, 30 December 2025	APPROVED MT SUEZ
379	OLEK	MIRISSA PRASONO	Wednesday, 31 December 2025	EAST MARITIME TANKERS - BLAGE	Wednesday, 31 December 2025	APPROVED 31.12.2025
380	ER	RENALDY SYAMSUDJUNO	Wednesday, 31 December 2025	EAST MARITIME TANKERS - BLAGE	Wednesday, 31 December 2025	APPROVED 31.12.2025
381	AB	ARHAF KODIAT	Wednesday, 31 December 2025	EAST MARITIME TANKERS - BLAGE	Wednesday, 31 December 2025	WAITING FOR CONFIRMATION
382	BOUN	JACOB CAROLIS	Wednesday, 31 December 2025	EAST MARITIME TANKERS - BLAGE	Wednesday, 31 December 2025	WAITING FOR CONFIRMATION
383	3E	BAMBANG SUPRIANDI	Tuesday, 9 January 2026	DELIA - GILKREW	Tuesday, 9 January 2026	WAITING FOR CONFIRMATION
384	DECK FITTER	MARTOG SIMBOLON	Tuesday, 9 January 2026	BARSKA PLOVOIDA - MY BAR	Tuesday, 9 January 2026	WAITING FOR CONFIRMATION
385	3E	ISMAJANI SUMPENA	Wednesday, 7 January 2026	BARSKA PLOVOIDA - MY BAR	Wednesday, 7 January 2026	ALTERED ANOTHER PRINCIPAL
386	3E	BAMBANG SUPRIENDI	Friday, 9 January 2026	MADINA MARINE - INHUMANAN	Friday, 9 January 2026	WAITING FOR CONFIRMATION

Tab.2: Status Results

No	Recruitment Status	Number of Candidates
1	Approved	10
2	Waiting for Confirmation	15
3	Not Approved	3
4	Altered Another Principal	2
	Total	30

Information:

- Approved indicates that the candidate has been approved by the principal.
- Waiting for Confirmation indicates the process is still waiting for the principal's final decision.
- Not Approved indicates the candidate does not meet the criteria.
- Altered Another Principal indicates the candidate was transferred to another principal.

2. Recruitment Results Based on Selection Stages

Tab. 3: Selection Results Based on Recruitment Stages

Selection Stages	Evaluation Method	Data Output
Administrative Selection	STCW document verification & certification	Pass / Fail

Technical interview	Officer Interview Form	Competency value
Principal Evaluation	Review of interview results	Approved / Waiting / Rejected
Final decision	Principal confirmation	Final status of candidate

3. Candidate Interview Data Processing Results

Tab. 4: Ship Crew Interview Assessment Components

Assessment Aspects	Key Indicators
Technical Competence	Experience, regulation, safety
Soft Skills	Discipline, teamwork, leadership
English	Work communication skills
Regulatory Compliance	STC, medical, visa
Integrity & Attitude	Work ethic and professionalism

This assessment is conducted using the Officer Interview Form (FR.02-PR-HRG-01A) as a company standard measuring tool.

4. Summary Graph of Overall Research Results

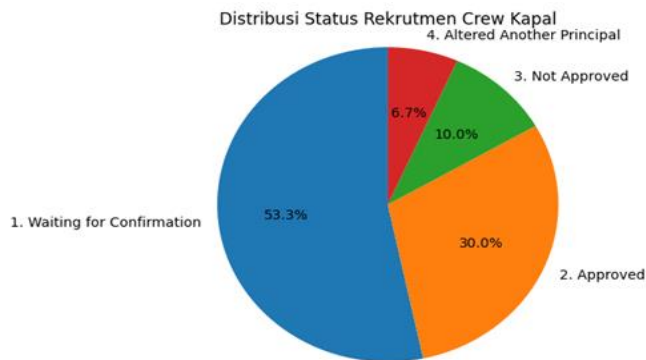


Fig. 1. Graph Interpretation:

The "Waiting for Confirmation" status dominates with 16 candidates, indicating a transparent and cautious recruitment process, awaiting the principal's decision. Nine approved candidates indicate the competency-based selection process has been effective. The number of "Not Approved" and "Altered" candidates is relatively small, indicating a rigorous initial screening process.

5. Data Collection and Processing Methods

- a. Internal document study (Candidates Record and Interview Record)
- b. Administrative observation of the recruitment process
- c. Verification of event results and principal decisions
- d. Data processing
- e. Candidate status classification
- f. Tabulation of recruitment data
- g. Qualitative descriptive analysis
- h. Data visualization using bar graphs.

Discussion

1. Ship Crew Recruitment System Implemented by the Manning Department

Research findings at PT Arjuna Samudera Indonesia revealed that there is no written Standard Operating Procedure (SOP) specifically for crew recruitment, although the process remains structured and consistent through a well-organized work pattern. This is supported by observations, interviews with the Crewing Department, and internal documents such as interview forms and candidate data. Overall, the recruitment system is multi-layered and systematic, encompassing interrelated stages identified through observations, interviews, and document review.

Based on the results of observations, interviews, and internal document reviews, the recruitment mechanism is implemented through a number of interconnected stages and forms a systematic selection process:

a. Crew Planning and Needs Analysis Stage

The initial stage in the recruitment process begins with the development of a crew needs plan tailored to the ship owner's requirements and the vessel's operational requirements. Human resource management first identifies unfilled positions, establishes the required competency criteria, and aligns these with the vessel type and shipping route. From an HR management perspective, this step reflects the function of workforce planning, namely the process of determining the number and qualifications of workers required for optimal company operations.

Research findings indicate that companies do not recruit randomly, but rather based on real needs and careful technical considerations. This is crucial given that in the shipping sector, inaccurate crew placement can impact shipping safety and operational effectiveness. With structured planning, the implemented recruitment system aligns with the concept of human resource planning, which emphasizes the importance of needs analysis before the selection process.

b. Administrative Selection and Competency Evaluation Stage

The next stage is the administrative selection, which involves verifying documents such as competency certificates, seaman's books, and training certificates in accordance with International Maritime Organization standards. The administrative selection process is rigorous to ensure that candidates meet both national and international regulatory requirements.

After successfully passing the administrative phase, candidates then undergo an interview and competency assessment using a well-organized evaluation form. This assessment process is based on technical criteria, professional experience, communication skills, and honesty in the work field. A competency-based approach to the recruitment process refers to candidate assessment based on abilities, skills, knowledge, and work experience relevant to the position, ensuring more objective decisions and aligned with the company's operational needs.

When linked to the merit system concept, this approach demonstrates the principle that a candidate's success is determined by objective levels of competence and suitability,

without being influenced by personal connections or other external factors. By having documented assessment indicators, the interview process becomes more accountable and minimizes subjectivity. This demonstrates that the recruitment system is designed to maintain objectivity and professionalism in decision-making.

c. Final Evaluation Mechanism and Check and Balance

The final stage in the recruitment process includes approval from the Crewing Manager as a check and balance mechanism, namely the process of supervision and control to ensure that decisions are not made unilaterally. The HR Staff is not given full authority to determine the passing of prospective crew members, but must go through a verification and approval stage from the Crewing Manager. From a corporate governance perspective, this division of authority reflects the application of the principles of accountability and internal control, so that every decision taken can be more objective, transparent, and accountable.

Participation from key stakeholders increases process clarity and reduces the risk of unilateral decision-making. Research findings indicate that this mechanism plays a crucial role in maintaining the integrity of the recruitment system. Therefore, through an in-depth analysis of the planning, selection, and final evaluation phases, it can be concluded that the crew recruitment process at PT. Arjuna Samudera Indonesia is carried out in an organized manner, based on standard operating procedures, and implements objectivity and multi-level oversight. Therefore, the first research question has been answered clearly and comprehensively.

2. Potential Forms of Gratification in the Ship Crew Recruitment System

The discussion of the second problem formulation indicates that although the crew recruitment process has been carried out in accordance with the company's established mechanisms, the potential for gratification practices remains present at several stages of the selection process. This risk tends to arise if the supervisory function and integrity values are not consistently applied. Based on findings from observation and interviews regarding the crew recruitment stages at PT Arjuna Samudera Indonesia, it is known that the potential for gratification can arise at various stages, from the initial screening process to the final assessment stage. This condition is related to the direct interaction between applicants and internal parties who have the authority to determine the selection results. Thus, the forms of potential gratification that may occur in the recruitment process can be described as follows:

a. Giving Money or Financial Rewards

The possibility of bribery in the form of money or financial gain can arise during the administrative examination stage or interview sessions. In the selection process, there are internal parties with the authority to assess the completeness of documents, review work experience, and evaluate applicants' technical abilities. This situation can be exploited by prospective crew members or other parties to offer money to influence selection results, such as passing ineligible documents, increasing

evaluation scores, or gaining priority in the recruitment process. Conceptually, this act constitutes bribery because it is related to position and has the potential to compromise the objectivity of decisions. If not strictly controlled, this practice can undermine the merit system principles that underlie professional recruitment.

b. Provision of Goods, Gifts, or Certain Facilities

Besides monetary forms, the potential for gratification can also arise through the provision of goods, gifts, or facilities to parties involved in the selection process. These can take the form of gifts, electronic devices, meals, or other forms of attention aimed at fostering personal closeness. While giving gifts may be considered normal in a social context, in the recruitment process, it can create a conflict of interest, particularly when it comes to determining candidate success. During the subjective interview stage, the closeness fostered by these gifts has the potential to compromise the assessor's independence and professionalism.

c. Intermediary Practices in recruitment

The risk of bribery can also arise from the presence of intermediaries or brokers who claim to have special relationships with internal company personnel. These parties typically offer assistance to candidates to pass the selection process in exchange for a fee or commission. Although the recruitment system at PT Arjuna Samudera Indonesia involves approval from the principal as a form of control, the presence of these third parties still poses the potential for irregularities. Such practices can damage the company's reputation and create the perception that the selection process can be influenced through unofficial channels, thus eroding confidence in the system's transparency.

d. Nepotism or Favors from Certain Parties

Another potential practice is nepotism, which involves intervention by certain parties with personal relationships, power, or close ties to internal company employees. This intervention can take the form of specific recommendations or requests to prioritize certain candidates without an objective selection process. From a corporate governance perspective, this constitutes a conflict of interest, as decisions are no longer based on ability and suitability, but rather on personal relationships. If left unchecked, this practice can degrade the quality of recruited crew members and undermine the integrity of the recruitment system.

e. Manipulation of Data or Selection Assessment Results

The potential for gratification can also arise in the form of data manipulation or evaluation results, such as changing interview scores, ignoring file deficiencies, or adjusting assessment results to ensure certain candidates are deemed qualified. This action constitutes an abuse of authority directly related to the evaluator's position. In addition to violating the principles of integrity and professionalism, such manipulation also has the potential to jeopardize ship operational safety if candidates who do not meet standards are still accepted. Therefore, stages involving individual assessments need to be equipped with a strict monitoring system and clear documentation.

3. The Effectiveness of Gratification Prevention Efforts in Realizing a Transparent and Integrity-Based Ship Crew Recruitment System

The discussion of the third problem formulation indicates that the level of success of efforts to prevent gratification in the crew recruitment system at PT Arjuna Samudera Indonesia is not solely seen from the absence of gratification cases, but also from how strong the system is in closing the gaps for deviations to occur.

Based on observations and interviews, it was discovered that the company has implemented a planned and sequential recruitment process, starting with identifying crew needs and ending with final approval by the principal. All stages follow a clear workflow, limiting individual discretion and minimizing the potential for irregularities. This clarity of procedures serves as a form of internal control that serves as a guideline for the recruitment process.

However, from the perspective of internal control theory, a well-functioning system may not be fully effective without the commitment and integrity of its implementers. Therefore, the success of a recruitment system in preventing bribery is largely determined by consistent implementation in the field and the commitment of all parties to uphold the principles of transparency and professionalism at every stage of the selection process.

a. Implementation and Consistency of Recruitment Process

The success of gratification control can be assessed by the clarity and consistency of the recruitment process, which details each selection step, from crew planning to final approval by the principal. This series of processes serves as an internal control tool that limits individual authority, ensuring that every decision adheres to established procedures.

Based on observations and interviews, the recruitment process has been conducted in a well-organized and structured manner, serving as a benchmark for the selection process. This demonstrates that the company has a structured work system in place to manage the crew recruitment process. However, from an evaluation perspective, the success of this system is heavily influenced by the discipline of its implementers and the continuity of its internal oversight function.

Without regular oversight and periodic assessments, a process that was initially well-functioning could potentially become merely an administrative exercise. Therefore, even though the recruitment system is structurally sound, its effectiveness still needs to be improved by strengthening ongoing monitoring and evaluation mechanisms to ensure a transparent system that upholds integrity.

b. Competency-Based Evaluation System and Administrative Transparency

Another indicator that can be used to assess the effectiveness of gratification control is the implementation of a competency-oriented, systematic, and well-documented assessment system. In practice, the interview process is conducted using a formal assessment instrument that contains detailed technical and non-technical

criteria. With this assessment standard, selection results are determined more by the candidate's abilities, experience, and suitability for the position, so that decisions are based on merit rather than purely subjective considerations.

Furthermore, transparency is also reflected in administrative management, such as recording candidate progress and documenting evaluation results at each selection stage. This record serves as administrative evidence that can be traced back if necessary, thereby strengthening accountability in the decision-making process. With a clear documentation system, every decision made can not only be explained rationally but also be verified based on available data.

From the perspective of good corporate governance principles, transparency and accountability are two fundamental elements that play a crucial role in preventing abuse of authority. An open and well-documented system will minimize the opportunity for manipulation or inappropriate intervention in the selection process.

However, upon closer analysis, the effectiveness of such a system is not solely determined by the existence of structured assessment procedures or instruments. A key factor is the integrity of the individuals implementing the system. If the values of honesty, professionalism, and responsibility are not firmly embedded in the implementers, the potential for conflicts of interest remains. In other words, even if the system is well-designed and meets formal standards, the potential for irregularities can still arise if it is not supported by an ethical commitment from all parties involved in the recruitment process.

c. Check and Balance Mechanism and Implementation Challenges

The success rate in suppressing the practice of bribery is also supported by the implementation of a checks and balances mechanism through the involvement of the principal in the final candidate approval process. This division of authority serves to prevent the dominance of decisions by one party and reduces the opportunity for collusion in the selection process. From an internal control perspective, this layered oversight system is a fairly effective risk mitigation strategy, as decision-making authority is not centralized in a single individual or work unit.

However, upon closer examination, the implementation of this mechanism still faces several challenges. One of these is the reliance on smooth communication between the parties involved, as well as consistent coordination between the Personnel Department and the principal. Communication imbalances or delays in coordination have the potential to impact the efficiency and quality of decision-making. Furthermore, the lack of a comprehensive digital system in the recruitment process can also pose a weakness, particularly if document management is still manual, which risks irregularities or even data misuse.

Therefore, even though the structure and procedures of the implemented recruitment system have demonstrated effectiveness, ongoing strengthening is still necessary. This can be achieved through increased monitoring activities, regular internal audits, and the development of a culture of integrity within the organization.

These efforts are crucial to ensuring that the recruitment system not only operates well formally but also maintains strong resilience against potential bribery in the long term.

IV. CONCLUSION

This study concludes that the ship crew recruitment system in the Crewing Department of PT Arjuna Samudera Indonesia runs in a structured and systematic manner through the stages of needs planning, administrative selection, competency-based interviews, and final evaluation with checks and balances from managers and principals, although it is not supported by a specific written SOP. The potential for gratification remains in the form of giving money, gifts, intermediaries, nepotism, and data manipulation, but the effectiveness of prevention is achieved through a multi-layered process, transparent documentation, and internal supervision that limits individual discretion. This finding confirms that a consistent work pattern is able to maintain integrity even without formal regulations, with the dominance of the "waiting for confirmation" candidate status reflecting careful selection.

As a limitation, the study is confined to the internal perspective of a single private company without cross-organizational comparisons or long-term quantitative data, thus limiting generalizability to similar contexts. Practical implications include recommendations for the development of digital SOPs, regular audits, and ethics training to strengthen the system's resilience to bribery. Suggestions for future research include multi-company comparative studies, mixed-methods approaches to measuring safety impacts, and analysis of blockchain technology in recruitment data verification to address gaps in the national maritime literature.

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