



## Financial Challenges and Opportunities In The Maritime Industry: Insights From Expert Perspectives

Indah Anggoro Putri<sup>1\*</sup>, Muhammad Zilal Hamzah<sup>2</sup>, Eleonora Sofilda<sup>3</sup>

<sup>1-3</sup>Faculty Of Business And Economics, Trisakti University, Indonesia

Address: Jalan Kyai Tapa No.1 Grogol, Jakarta Barat 11440, Indonesia

Corresponding author: [putri.october@gmail.com](mailto:putri.october@gmail.com)\*

**Abstract.** *This research investigates the intricate landscape of financial challenges and opportunities in the maritime industry through the lens of expert perspectives in economics, management, and maritime operations. Drawing on qualitative insights from industry leaders and scholars, the study analyses key economic indicators such as GDP growth rates, inflation, interest rates, and trade balances, highlighting their profound impact on global shipping dynamics. The findings reveal pervasive challenges including economic volatility, regulatory compliance burdens, and sustainability pressures, which necessitate strategic responses for financial resilience and operational sustainability. Strategic recommendations are delineated to address these challenges effectively, advocating for enhanced risk management strategies, investment in technological innovation, adoption of sustainable practices, collaborative industry partnerships, and capacity building in talent development. These insights are crucial for maritime stakeholders aiming to navigate economic uncertainties and regulatory complexities while advancing towards sustainable growth and competitiveness in the global maritime economy.*

**Keywords:** *Maritime industry, Financial challenges, Economic indicators, Sustainability, Strategic recommendations*

### 1. INTRODUCTION

The maritime industry stands as a vital pillar of global commerce, facilitating the movement of goods and materials across international waters (Chircop, 2015; Kongsvik et al., 2014). Its economic significance is underscored by its role in connecting nations, driving trade, and supporting a multitude of industries worldwide. Within this expansive domain, the management of finances emerges as a critical aspect, influencing the operational resilience and strategic direction of maritime enterprises. This research endeavours to delve into the intricate financial landscapes that define the maritime sector, exploring both the challenges encountered and the opportunities presented from the perspectives of seasoned experts in economics, management, and maritime operations.

The primary objective of this study is to provide a nuanced understanding of the financial dynamics within the maritime industry, informed by qualitative research and descriptive analysis. By elucidating the complex interplay between macroeconomic forces and microeconomic decisions, the research seeks to identify key financial challenges faced by maritime companies and related businesses (Choudhury, 2018; Martin et al., 2022; SALIM et al., 2020). Moreover, it aims to uncover emerging opportunities that can be leveraged to enhance financial performance and sustainability in this specialized sector (Borio, 2014; Brown et al., 2019). Through a rigorous examination of expert insights and empirical data, this

research aspires to contribute significantly to the science of finance and economy, particularly within the context of maritime operations.

Central to this exploration is the recognition of a notable research gap in the existing literature concerning financial management specifically tailored to the maritime industry. While extensive studies exist on general economic principles and financial strategies, there remains a distinct lack of focused analysis on how these theories manifest in the maritime context. This gap is exacerbated by the unique challenges posed by global trade fluctuations, regulatory frameworks, and the imperative for sustainable practices within maritime operations. By addressing these gaps, this research aims to fill a critical void in current knowledge, offering practical insights and strategic recommendations that can empower maritime stakeholders to navigate financial complexities effectively.

Furthermore, the urgency of this research is underscored by the increasing demand for enhanced financial literacy and strategic acumen within maritime management (Vilko et al., 2019; Zaderei, 2020). As global economic landscapes continue to evolve amidst geopolitical uncertainties and technological advancements, the ability to adeptly manage financial resources becomes paramount for ensuring operational resilience and competitive advantage. By equipping industry professionals, policymakers, and educators with empirically grounded insights, this research aims to foster a more robust framework for financial decision-making tailored to the dynamic realities of the maritime industry (Gavalas et al., 2022; Toriia et al., 2023).

This research sets out to illuminate the path towards a deeper comprehension of financial challenges and opportunities within the maritime sector. By integrating theoretical insights with practical expertise, it seeks to not only advance academic discourse in finance and economics but also to provide actionable recommendations that can drive sustainable growth and resilience in maritime enterprises. Through rigorous analysis and a comprehensive exploration of expert perspectives, this study aims to contribute significantly to the ongoing dialogue on maritime financial management, ultimately shaping a more informed and strategic approach to navigating the complexities of global trade and economic governance.

## **2. METHOD**

This research employs a qualitative approach to investigate the financial challenges and opportunities within the maritime industry, focusing on perspectives gleaned from experts in economics, management, and maritime operations (Katz, 2015; Saeed & Zyngier, 2012). Qualitative research is chosen for its ability to provide in-depth insights into complex

phenomena, allowing for a thorough exploration of the nuanced dynamics shaping financial decision-making in this specialized sector. **Participant Selection and Data Collection:** The study engages a diverse group of participants, comprising experts with extensive experience in maritime shipping management, marine education, sustainability, and related fields. Participants include economists, fiscal experts, industry practitioners, and academic scholars, ensuring a comprehensive range of perspectives (Willig, 2014). Data collection is primarily conducted through semi-structured interviews and focus group discussions. These methods are selected to facilitate rich, detailed responses from participants, allowing for a nuanced exploration of their experiences, insights, and perceptions regarding financial challenges and opportunities in the maritime industry.

**Interview and Discussion Framework:** Interviews are structured around key themes identified through preliminary research and expert consultations. Topics include but are not limited to global trade dynamics, regulatory impacts, sustainability initiatives, financial management strategies, and the integration of economic theories into maritime operations. The semi-structured format allows for flexibility in probing deeper into emergent themes while ensuring consistency in core topics across all interviews. **Data Analysis:** Data analysis follows a rigorous process of thematic analysis, guided by principles of qualitative research. Initially, transcripts and notes from interviews and discussions are carefully reviewed to identify recurring themes, patterns, and divergent perspectives. Through iterative coding and categorization, key themes related to financial challenges and opportunities are systematically extracted and analysed. This process not only illuminates the range of issues faced by maritime stakeholders but also identifies underlying factors contributing to these challenges and opportunities.

**Trustworthiness and Validity:** To ensure the trustworthiness and validity of findings, several measures are implemented. Firstly, member checking is employed, wherein participants are provided with summaries of their interviews to verify accuracy and validity. This iterative process enhances the credibility of findings by incorporating participant perspectives into the analysis. Secondly, triangulation of data sources is conducted by cross-referencing insights from interviews with relevant literature and empirical data where applicable. This approach strengthens the robustness of findings by validating them across multiple sources and perspectives. **Ethical Considerations:** Ethical guidelines are strictly adhered to throughout the research process. Informed consent is obtained from all participants, detailing the purpose of the study, confidentiality measures, and their rights to withdraw at any stage. Participant anonymity and confidentiality are maintained during data collection,

analysis, and dissemination of findings to uphold ethical standards and protect participant privacy.

**Limitations:** Despite its strengths, this study acknowledges certain limitations inherent in qualitative research. The sample size, while diverse, may not fully encompass every facet of the maritime industry's financial landscape. Additionally, the subjective nature of qualitative data analysis necessitates careful interpretation and reflexivity to mitigate potential biases. These limitations are addressed through transparency in methodology, rigorous analysis procedures, and a focus on capturing diverse perspectives to enhance the generalizability and applicability of findings within the maritime sector. This qualitative research methodology is designed to provide a comprehensive exploration of financial challenges and opportunities in the maritime industry (Simanjuntak et al., 2024). By leveraging expert insights and employing rigorous analytical techniques, the study aims to generate actionable recommendations that can inform strategic decision-making and policy development within this critical sector of the global economy.

### **3. RESULTS**

The results of this research provide a detailed examination of the financial challenges and opportunities within the maritime industry, as perceived by experts in economics, management, and maritime operations. Through qualitative analysis of interviews and discussions with industry stakeholders, this section presents key findings structured around thematic areas including global trade dynamics, regulatory impacts, sustainability initiatives, financial management strategies, and economic theories applied to maritime operations.

#### **Economic Indicators and Analysis**

The research identified several critical economic indicators that influence financial decision-making in the maritime sector. These indicators include GDP growth rates, inflation, interest rates, and trade balances, which collectively shape the macroeconomic environment impacting maritime operations globally. Additionally, microeconomic indicators such as price elasticity of demand, income elasticity of demand, market share, profitability, and productivity were examined to understand their implications for individual firms and sectors within the maritime industry.

### **GDP Growth Rates**

GDP growth rates were found to significantly impact maritime activities, reflecting broader economic trends that affect demand for shipping services and maritime trade volumes. Higher GDP growth rates typically correlate with increased consumer spending and industrial production, driving demand for raw materials, finished goods, and energy resources transported via maritime channels.

### **Inflation**

Inflation rates influence maritime operations by affecting costs of goods and services, fuel prices, and operational expenses. High inflation can erode profit margins for maritime companies, necessitating strategic adjustments in pricing strategies, operational efficiencies, and financial management practices to mitigate adverse impacts on profitability.

### **Interest Rates**

Fluctuations in interest rates were noted to impact borrowing costs for maritime firms seeking capital investment and operational financing. Lower interest rates facilitate affordable credit access, stimulating investment in fleet expansion, infrastructure development, and technological upgrades within the maritime sector.

### **Trade Balances**

Trade balances, including imports and exports, directly influence maritime trade flows and shipping demand. Policies affecting trade tariffs, quotas, and international agreements impact maritime businesses' competitiveness and profitability, shaping strategic decisions related to market entry, pricing, and supply chain logistics.

### **Microeconomic Indicators**

Microeconomic indicators such as price elasticity of demand and income elasticity of demand were analysed to assess consumer responsiveness to price changes and income fluctuations, respectively. Understanding these indicators helps maritime companies tailor marketing strategies, pricing policies, and service offerings to meet customer preferences and market demands effectively.

## **Thematic Analysis of Financial Challenges**

The thematic analysis identified several overarching financial challenges faced by maritime industry stakeholders, reflecting complex interactions between macroeconomic trends, regulatory frameworks, and operational dynamics. These challenges were categorised into three main themes: economic volatility, regulatory compliance, and sustainability pressures. Economic volatility emerged as a significant challenge impacting maritime operations, exacerbated by fluctuating global trade patterns, geopolitical tensions, and currency exchange rate fluctuations. Uncertainties in economic forecasts and market conditions complicate long-term planning and investment decisions for maritime companies, necessitating agile financial management strategies to mitigate risks and capitalise on opportunities during periods of instability.

Regulatory compliance was identified as a critical concern for maritime firms, encompassing adherence to international maritime laws, environmental regulations, safety standards, and trade sanctions. Compliance costs associated with regulatory requirements impose financial burdens on businesses, influencing operational budgets and investment priorities. Effective regulatory risk management strategies are essential to navigate evolving compliance landscapes and maintain operational sustainability. Sustainability pressures are increasingly shaping financial strategies within the maritime sector, driven by global efforts to mitigate climate change, reduce carbon emissions, and enhance environmental stewardship. Maritime companies face mounting pressures to adopt eco-friendly practices, invest in green technologies, and comply with stringent environmental regulations governing vessel emissions, waste disposal, and marine conservation. Integrating sustainability into financial planning frameworks is crucial for enhancing corporate responsibility, gaining stakeholder trust, and securing competitive advantages in a progressively green economy.

## **Strategic Insights and Recommendations**

Based on the research findings, several strategic insights and recommendations were formulated to address the identified financial challenges and leverage emerging opportunities within the maritime industry:

1. **Enhanced Risk Management Strategies:** Implement robust risk management frameworks to proactively mitigate economic volatility risks, including market fluctuations and geopolitical uncertainties.

2. **Investment in Technological Innovation:** Foster innovation in digitalisation, automation, and smart technologies to enhance operational efficiencies, reduce costs, and improve competitiveness in a digitally transformed maritime landscape.
3. **Adoption of Sustainable Practices:** Integrate sustainable practices into core business strategies to comply with environmental regulations, mitigate reputational risks, and capitalise on emerging opportunities in the green shipping market.
4. **Collaborative Industry Partnerships:** Foster collaborative partnerships with industry stakeholders, regulatory bodies, and academic institutions to promote knowledge sharing, best practices, and collective solutions for addressing common challenges in the maritime sector.
5. **Capacity Building and Talent Development:** Invest in workforce training, skill development programmes, and leadership training to equip maritime professionals with the competencies needed to navigate complex financial landscapes and drive industry innovation.

The results of this research highlight the multifaceted nature of financial challenges and opportunities within the maritime industry. By examining economic indicators, conducting thematic analysis of key challenges, and proposing strategic insights, the study contributes valuable insights to academic discourse and practical decision-making in maritime financial management. Moving forward, addressing these challenges and capitalising on opportunities will be crucial for fostering sustainable growth, resilience, and competitiveness in the global maritime economy.

**Table 1: Economic Indicators Analysis**

Indicator	Description	Impact on Maritime Industry
<b>GDP Growth Rates</b>	Measures economic output	Correlates with shipping demand and trade volumes
<b>Inflation</b>	Measures price increases	Affects operational costs and pricing strategies
<b>Interest Rates</b>	Cost of borrowing money	Influences investment in fleet and infrastructure
<b>Trade Balances</b>	Records imports and exports	Shapes market competitiveness and logistics

**Table 2: Financial Challenges and Recommendations**

Theme	Challenges	Recommendations
<b>Economic Volatility</b>	Fluctuating global trade, geopolitical tensions	Enhance risk management strategies
<b>Regulatory Compliance</b>	Adherence to maritime laws, environmental regulations	Invest in technological innovation
<b>Sustainability Pressures</b>	Climate change mitigation, environmental stewardship	Adopt sustainable practices

These tables provide a structured overview of the research findings, organising data and analysis into clear categories for enhanced comprehension and application in maritime financial management.

#### **4. DISCUSSION**

The discussion of research findings delves into the nuanced exploration of financial challenges and opportunities within the maritime industry, as illuminated by insights from experts in economics, management, and maritime operations. This section synthesises key findings from the results, analyses their implications, and offers a comprehensive discussion on the strategic implications for maritime financial management.

##### ***Economic Indicators and Their Impact***

The analysis of economic indicators revealed their profound impact on maritime operations and financial decision-making. GDP growth rates, for instance, serve as a barometer for economic health and directly influence global trade volumes and shipping demand (Bain & Howells, 2017; Sparrow et al., 2020). Higher GDP growth rates correlate with increased consumer spending and industrial production, translating to heightened demand for maritime transport services to facilitate the movement of goods and commodities worldwide. Inflation emerged as another critical economic indicator affecting maritime businesses. Fluctuations in inflation rates impact operational costs, fuel prices, and overall profitability within the maritime sector. High inflation can erode profit margins, necessitating strategic adjustments in pricing policies and operational efficiencies to mitigate adverse financial impacts. Conversely, periods of low inflation offer maritime companies an opportunity to bolster profitability through cost containment measures and strategic investments in fleet modernisation and infrastructure upgrades (Raut, 2020).

Interest rates, a key determinant of borrowing costs, were highlighted as pivotal in shaping investment decisions and capital expenditures within the maritime industry. Lower interest rates stimulate capital investment by reducing the cost of financing for fleet expansion, port infrastructure development, and technological innovations. This facilitates greater access to capital for maritime companies seeking to enhance operational capabilities and maintain competitive advantages in the global shipping market. Trade balances, encompassing imports and exports, play a crucial role in shaping maritime trade dynamics and shipping demand (Gavalas et al., 2022). Policies governing trade tariffs, quotas, and international trade agreements influence market competitiveness and profitability for maritime stakeholders.



Import restrictions and export promotion strategies impact shipping volumes, freight rates, and supply chain logistics, prompting maritime companies to adopt agile business strategies that respond to evolving trade policies and global market conditions.

### ***Thematic Analysis of Financial Challenges***

The thematic analysis identified several overarching financial challenges confronting maritime industry stakeholders, each necessitating strategic responses to safeguard financial resilience and sustain operational viability amidst dynamic market conditions.

**Economic Volatility** emerged as a pervasive challenge exacerbated by global economic uncertainties, geopolitical tensions, and currency exchange rate fluctuations. Maritime companies confront heightened risks associated with fluctuating freight rates, demand volatility, and supply chain disruptions. Effective risk management strategies are imperative to mitigate economic volatility risks, enhance financial stability, and capitalise on emerging market opportunities during periods of economic turbulence.

**Regulatory Compliance** poses significant challenges for maritime firms, necessitating adherence to stringent international maritime laws, safety standards, and environmental regulations. Compliance costs associated with regulatory requirements impose financial burdens on businesses, influencing operational budgets and investment priorities. Proactive regulatory risk management strategies are essential to navigate evolving compliance landscapes, ensure regulatory compliance, and uphold operational integrity in a highly regulated industry environment (Flin et al., 2000; Mandaraka-Sheppard, 2014; Utne et al., 2017).

**Sustainability Pressures** represent a growing imperative for maritime companies to embrace eco-friendly practices, reduce carbon emissions, and enhance environmental stewardship. Increasing regulatory scrutiny and stakeholder expectations drive demand for sustainable shipping solutions, prompting maritime firms to integrate environmental considerations into financial planning frameworks. Investments in green technologies, renewable energy sources, and emission-reducing initiatives are pivotal in fostering corporate sustainability, enhancing brand reputation, and achieving long-term competitive advantages in a greener global economy.

### ***Strategic Insights and Recommendations***

Building upon the research findings, strategic insights and recommendations were formulated to address the identified financial challenges and leverage emerging opportunities within the maritime industry:

1. **Enhanced Risk Management Strategies:** Maritime companies should adopt proactive risk management frameworks to mitigate economic volatility risks, including market fluctuations, geopolitical uncertainties, and currency exchange rate fluctuations. By diversifying revenue streams, hedging against currency risks, and maintaining robust liquidity positions, firms can enhance financial resilience and withstand external economic shocks effectively.
2. **Investment in Technological Innovation:** Embracing digitalisation, automation, and smart technologies is critical to enhancing operational efficiencies, reducing costs, and improving competitiveness in the maritime sector. Investments in predictive analytics, IoT-enabled sensors, and blockchain technology can optimise supply chain management, streamline logistics operations, and enhance real-time decision-making capabilities, thereby driving operational excellence and sustainable growth.
3. **Adoption of Sustainable Practices:** Integrating sustainable practices into core business strategies is essential for complying with environmental regulations, mitigating reputational risks, and capturing market opportunities in the burgeoning green shipping market. Maritime firms should invest in fuel-efficient vessels, adopt alternative fuels, and implement eco-friendly shipping practices to reduce carbon footprints, minimise environmental impact, and achieve regulatory compliance while enhancing corporate sustainability credentials.
4. **Collaborative Industry Partnerships:** Fostering collaborative partnerships with industry stakeholders, regulatory bodies, and academic institutions is crucial for promoting knowledge sharing, best practices, and collective solutions to common challenges in the maritime sector. By engaging in industry alliances, participating in industry forums, and sharing expertise, maritime companies can enhance operational resilience, drive innovation, and advocate for regulatory reforms that support sustainable growth and industry competitiveness.
5. **Capacity Building and Talent Development:** Investing in workforce training, skill development programmes, and leadership training is vital to equip maritime professionals with the knowledge, skills, and competencies needed to navigate complex financial landscapes and drive industry innovation. By cultivating a skilled workforce adept in

financial management, regulatory compliance, and sustainable practices, maritime firms can foster a culture of continuous learning, professional growth, and organisational excellence.

The discussion of research findings underscores the multifaceted nature of financial challenges and opportunities within the maritime industry. By examining economic indicators, conducting thematic analysis of key challenges, and proposing strategic recommendations, the study contributes valuable insights to academic discourse and practical decision-making in maritime financial management. Moving forward, addressing these challenges and capitalising on opportunities will be crucial for fostering sustainable growth, resilience, and competitiveness in the global maritime economy. Embracing technological innovation, adopting sustainable practices, and cultivating collaborative partnerships are pivotal in shaping a resilient and adaptive maritime sector poised for long-term success amidst evolving market dynamics and regulatory landscapes.

## **5. CONCLUSION**

This research has provided a comprehensive examination of the financial challenges and opportunities within the maritime industry, drawing on insights from experts in economics, management, and maritime operations. The study explored key economic indicators such as GDP growth rates, inflation, interest rates, and trade balances, revealing their significant impacts on maritime businesses worldwide. It identified pervasive challenges including economic volatility, regulatory compliance burdens, and sustainability pressures, which necessitate strategic responses to enhance financial resilience and operational sustainability. Strategic insights and recommendations were proposed to address these challenges effectively, emphasising the importance of enhanced risk management strategies, investment in technological innovation, adoption of sustainable practices, collaborative industry partnerships, and capacity building in talent development. These strategies are essential for navigating the complexities of the maritime sector, promoting operational efficiencies, and fostering long-term competitiveness in a rapidly evolving global economy. Moving forward, implementing these recommendations will be crucial for maritime companies seeking to navigate economic uncertainties, regulatory complexities, and environmental responsibilities. By embracing innovation, sustainability, and strategic collaboration, the maritime industry can position itself for sustainable growth, resilience, and success in the face of dynamic market dynamics and evolving regulatory landscapes.

## **6. REFERENCES**

- Bain, K., & Howells, P. (2017). *Monetary economics: Policy and its theoretical basis*. Bloomsbury Publishing.
- Borio, C. (2014). The financial cycle and macroeconomics: What have we learnt? *Journal of Banking & Finance*, 45, 182–198.
- Brown, J. R., Cookson, J. A., & Heimer, R. Z. (2019). Growing up without finance. *Journal of Financial Economics*, 134(3), 591–616.
- Chircop, A. (2015). *The international maritime organization*.
- Choudhury, M. A. (2018). Micro-money, finance and real economy interrelationship in the framework of Islamic ontology of unity of knowledge and the world-system of social economy. *International Journal of Social Economics*, 45(2), 445–462.
- Flin, R., Mearns, K., O'Connor, P., & Bryden, R. (2000). Measuring safety climate: Identifying the common features. *Safety Science*, 34(1), 177–192. [https://doi.org/10.1016/S0925-7535\(00\)00012-6](https://doi.org/10.1016/S0925-7535(00)00012-6)
- Gavalas, D., Syriopoulos, T., & Roumpis, E. (2022). Digital adoption and efficiency in the maritime industry. *Journal of Shipping and Trade*, 7(1), 11.
- Katz, J. (2015). A theory of qualitative methodology: The social system of analytic fieldwork. *Méthod(e): African Review of Social Sciences Methodology*, 1(1–2), 131–146.
- Kongsvik, T. Ø., Størkersen, K. V., & Antonsen, S. (2014). The relationship between regulation, safety management systems and safety culture in the maritime industry. *Safety, Reliability and Risk Analysis: Beyond the Horizon*, 467–473.
- Mandaraka-Sheppard, A. (2014). *Modern maritime law and risk management*. CRC Press.
- Martin, T., Ondra, V., & Dominik, K. (2022). The role of fiscal vs monetary policy in modern economics. *Fusion of Multidisciplinary Research, An International Journal*, 3(2), 329–341.
- Raut, R. K. (2020). Past behaviour, financial literacy and investment decision-making process of individual investors. *International Journal of Emerging Markets*, 15(6), 1243–1263.
- Saeed, S., & Zyngier, D. (2012). How motivation influences student engagement: A qualitative case study. *Journal of Education and Learning*, 1(2), 252–267.
- Salim, A., Rustam, A., Haeruddin, H., Asriati, A., & Putra, A. H. P. K. (2020). Economic strategy: Correlation between macro and microeconomics on income inequality in Indonesia. *The Journal of Asian Finance, Economics and Business*, 7(8), 681–693.
- Simanjuntak, M. B., Rafli, Z., & Utami, S. R. (2024). Enhancing global maritime education: A qualitative exploration of post-internship perspectives and preparedness among cadets. *Journal of Education and Learning (EduLearn)*, 18(4), 1134–1146. <https://doi.org/10.11591/edulearn.v18i4.21719>

- Sparrow, R., Dartanto, T., & Hartwig, R. (2020). Indonesia under the new normal: Challenges and the way ahead. *Bulletin of Indonesian Economic Studies*, 56(3), 269–299. <https://doi.org/10.1080/00074918.2020.1854079>
- Toriia, T. G., Epikhin, A. I., Panchenko, S. V., & Modina, M. A. (2023). Modern educational trends in the maritime industry. *SHS Web of Conferences*, 164, 60.
- Utne, I. B., Sørensen, A. J., & Schjøberg, I. (2017). Risk management of autonomous marine systems and operations. *International Conference on Offshore Mechanics and Arctic Engineering*, 57663, V03BT02A020.
- Vilko, J., Ritala, P., & Hallikas, J. (2019). Risk management abilities in multimodal maritime supply chains: Visibility and control perspectives. *Accident Analysis & Prevention*, 123, 469–481.
- Willig, C. (2014). Interpretation and analysis. In *The SAGE Handbook of Qualitative Data Analysis* (pp. 481).
- Zaderei, A. (2020). Ensuring the sustainability of the human resources management system of maritime industry enterprises. *Access: Access to Science, Business, Innovation in Digital Economy*, 1(2), 146–156.