



DESCRIPTIVE QUALITATIVE CONTENT ANALYSIS OF COASTAL HUMAN RESOURCE MANAGEMENT IN THE BLUE ECONOMY PERSPECTIVE: A LITERATURE STUDY

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Abstract

This study aims to analyze the scientific literature on coastal-based human resource management from a blue economy perspective through a content analysis approach. This study employed a qualitative descriptive method with a PRISMA-based systematic literature review technique for 41 scientific articles obtained from Publish or Perish, published between 2020 and 2026. Data were analyzed through open coding, axial coding, and selective coding to identify key themes that represent the conceptual constructs in the literature. The results indicate six main themes in coastal-based human resource studies: coastal human resource capacity development, coastal community economic empowerment, blue economy implementation, governance and institutions, gender and social inclusion, and digital innovation and transformation. These findings demonstrate that coastal-based human resource management is a multidimensional concept that focuses not only on improving individual capacity but also encompasses institutional, social, economic, and environmental sustainability aspects. This study also produced a conceptual model demonstrating that the successful implementation of the blue economy is highly dependent on the integration of capacity building, community empowerment, and institutional governance, supported by innovation and social inclusion. Theoretically, this study expands the study of human capital in the context of sustainable coastal development. Practically, the results of this study can serve as a basis for formulating more adaptive, inclusive, and sustainable coastal human resource development policies.

Keywords: coastal human resource development, blue economy, content analysis, PRISMA, scientific literature.

Abstrak

Penelitian bertujuan untuk menganalisis literatur ilmiah mengenai manajemen sumber daya manusia berbasis pesisir dalam perspektif blue economy melalui pendekatan analisis konten. Penelitian ini menggunakan metode deskriptif kualitatif dengan teknik systematic literature review berbasis PRISMA terhadap 41 artikel ilmiah yang diperoleh dari Publish or Perish dengan rentang publikasi tahun 2020–2026. Data dianalisis melalui tahapan open coding, axial coding, dan selective coding untuk menghasilkan tema-tema utama yang merepresentasikan konstruk konseptual dalam literatur. Hasil penelitian menunjukkan bahwa terdapat enam tema utama dalam kajian MSDM berbasis pesisir, yaitu pengembangan kapasitas sumber daya manusia pesisir, pemberdayaan ekonomi masyarakat pesisir, implementasi blue economy, tata kelola dan kelembagaan, gender dan inklusi sosial, serta inovasi dan transformasi digital. Temuan ini menunjukkan bahwa MSDM berbasis pesisir merupakan konsep multidimensi yang tidak hanya berfokus pada peningkatan kapasitas



individu, tetapi juga mencakup aspek kelembagaan, sosial, ekonomi, dan keberlanjutan lingkungan. Penelitian ini juga menghasilkan model konseptual yang menunjukkan bahwa keberhasilan implementasi blue economy sangat bergantung pada integrasi antara capacity building, community empowerment, dan institutional governance yang didukung oleh inovasi dan inklusi sosial. Secara teoritis, penelitian ini memperluas kajian human capital dalam konteks pembangunan pesisir berbasis keberlanjutan. Secara praktis, hasil penelitian ini dapat menjadi dasar perumusan kebijakan pengembangan SDM pesisir yang lebih adaptif, inklusif, dan berkelanjutan.

Kata kunci: MSDM pesisir, blue economy, analisis konten, PRISMA, literatur ilmiah.

1. INTRODUCTION

Coastal areas play a strategic role in supporting global economic sustainability, particularly through the fisheries, marine tourism, maritime transportation, and natural resource-based economic activities. Globally, more than half the world's population lives in coastal areas, making them centers of economic growth and the most vulnerable to environmental and social pressures (United Nations, 2022). In the context of developing countries like Indonesia, coastal areas possess enormous economic potential, yet still face serious challenges related to the quality of human resources (HR), low productivity, and limited access to education and technology (FAO, 2022; Bennett et al., 2019). Studies on coastal development indicate that the primary problem lies not only in limited natural resources but also in weak human capacity to optimally manage this potential. Coastal communities are often economically vulnerable due to limited skills, inadequate economic literacy, and limited access to innovation and training. This condition shows that strengthening human resource management (HRM) is a fundamental factor in improving the welfare and competitiveness of coastal communities (Béné et al., 2016; Allison & Ellis, 2001). In the last decade, the concept of the blue economy has emerged as a new development paradigm that emphasizes a balance between economic growth, environmental sustainability, and social inclusion. The blue economy focuses not only on the exploitation of marine resources but also on optimizing added value through innovation, efficiency, and sustainable governance (Spalding, 2016; Lee et al., 2020). Within this framework, humans are viewed as the primary actors in development, making human resource development a key element in the successful implementation of the blue economy.

Previous studies have shown that the blue economy holds significant potential for improving the welfare of coastal communities. However, its successful implementation



depends heavily on the quality of human resources, institutions, and an integrated community empowerment system. Without strengthening human capacity, the blue economy concept risks remaining merely a policy discourse without effective implementation on the ground (OECD, 2021; Voyer et al., 2018).

State of the Art

Previous studies have shown that research on coastal human resources and the blue economy is developing in various directions. Some studies focus on empowering fishing communities and local economic development, while others highlight aspects of marine resource governance and environmental sustainability. For example, research on coastal community empowerment emphasizes the importance of enhancing the socio-economic capacity of coastal communities, but has not explicitly integrated this with the concept of competency-based human resource management (Barbesgaard, 2018; Bennett et al., 2019). Conversely, the blue economy literature is largely dominated by macroeconomic and ecological approaches, which have not yet fully integrated the human resource management dimension systematically. Yet, the integration of human resource development, community empowerment, and institutional governance is crucial for building a sustainable coastal development model (OECD, 2021; Patil et al., 2016).

Research Gap

Based on these conditions, it is clear that studies on coastal-based human resource management from a blue economy perspective remain fragmented and have not yet been integrated into a coherent conceptual framework. Few studies have systematically synthesized the literature to map key themes and develop a conceptual model for blue economy-based coastal human resource management through a content analysis approach. Furthermore, there are no studies that comprehensively integrate various dimensions such as capacity building, community empowerment, institutional governance, innovation, and social inclusion into a single conceptual model based on the scientific literature. This situation indicates a conceptual gap that needs to be bridged through a more systematic literature synthesis approach (Krippendorff, 2018; Creswell, 2014).

Novelty

This research offers a novel approach in the form of an integrated synthesis of scientific literature on coastal-based human resource management from a blue economy perspective. Unlike previous studies, which tended to be partial, this study uses a content analysis approach to 41 selected scientific articles to identify patterns, themes, and conceptual structures of

coastal human resource management. The main novelty of this research lies in the development of a conceptual model of coastal-based human resource management that integrates five key dimensions: human resource capacity development, community empowerment, institutional governance, economic innovation, and blue economy sustainability, within a single, integrated analytical framework.

Research Objectives

Based on this background, this study aims to:

1. Analyze the main themes in the coastal-based HRM literature from a blue economy perspective.
2. Classify the conceptual categories emerging in the scientific literature.
3. Formulate an integrative conceptual model of coastal-based HRM from a blue economy perspective.

Research Contribution

Theoretically, this study contributes to the development of human resource management studies in the context of coastal areas and the blue economy. Practically, the results of this study can serve as a basis for policymakers in designing more effective, sustainable, and scientifically grounded coastal human resource development strategies. Furthermore, this study also provides a methodological contribution through the application of content analysis in the synthesis of scientific literature in the field of coastal development.

III. RESEARCH METHODS

Research Design

This study employed a descriptive qualitative approach with a content analysis method. This approach was used to identify, classify, and interpret themes emerging from the scientific literature related to coastal-based human resource management from a blue economy perspective.

Qualitative content analysis allows researchers to systematically extract meaning from scientific texts through coding and categorization. This method is highly suitable for literature-based research because it can produce conceptual syntheses from a large number of scientific publications (Krippendorff, 2018; Erlingsson & Brysiewicz, 2022).

In recent research, the content analysis approach has also been widely used in blue economy and sustainability studies to understand patterns of coastal resource management policies and practices (Khalid et al., 2023; Pashaei et al., 2024).

Research Data Sources

The research data comes from national and international scientific articles discussing:

- coastal human resource management
- blue economy
- coastal community empowerment
- sustainable coastal development

All data was obtained through the Google Scholar database, accessed using the Publish or Perish (PoP) application.

The use of academic databases in systematic literature reviews allows for a transparent, replicable, and standardized data identification process (Donthu et al., 2021; Paul & Criado, 2020).

Data Search Technique (Publish or Perish)

The literature search was conducted using the Publish or Perish application, based on Google Scholar, to extract metadata from scientific publications.

This tool is commonly used in bibliometric research and systematic literature reviews to map research trends based on specific keywords (Harzing, 2010; Donthu et al., 2021).

The keywords used in this study include:

- 1) "coastal human resource management"
- 2) "blue economy human resources"
- 3) "coastal community empowerment"
- 4) "sustainable coastal development"

Search Period

The literature analyzed was limited to 2020–2026 to ensure that the data used reflected the latest developments in the study of the blue economy and coastal human resource management.

Time constraints in systematic literature reviews are important to maintain the relevance of findings to global policy developments and current research trends (Xiao & Watson, 2019; Tranfield et al., 2021).

Inclusion and Exclusion Criteria

Inclusion Criteria:

1. Reputable journal article (Sinta, Scopus Q1–Q4, WoS)
2. Discusses coastal human resources or the blue economy
3. Contains concepts of human capital, empowerment, or governance
4. Publication year 2020–2026

5. Full text or complete abstract available

Exclusion Criteria:

1. Articles not relevant to coastal or human resources
2. Focus only on marine biogeophysical aspects
3. Opinion/non-scientific articles
4. Duplicate publications
5. Lack of sufficient analytical data

Article Selection Flow (PRISMA Framework)

The literature selection process in this study used the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) approach. The identification stage yielded 1,000 scientific articles obtained through Google Scholar-based Publish or Perish.

In the screening stage, duplicates were removed, resulting in 741 unique articles. Next, a filtering process was conducted based on publication year, source type, and initial relevance to the research topic.

In the eligibility stage, a more in-depth selection was conducted based on full-text availability, suitability to the coastal context, and relevance to human resource aspects. This stage yielded 247 articles worthy of further analysis.

In the final stage (inclusion), selection was conducted based on relevance to the research focus. Based on this process, 41 scientific articles were obtained, which served as the primary data for the content analysis of this study.

Coding and Categorization Techniques (Content Analysis)

1) Data analysis was conducted using an inductive qualitative content analysis approach, which aims to systematically identify patterns and themes from scientific literature.

2) The coding steps were as follows: Open Coding

At this stage, each article is read and important keywords or concepts are identified, such as:

- capacity building
- empowerment
- governance
- blue economy
- sustainability
- human capital
- innovation

3) Axial Coding

Codes with similar meanings are then grouped into larger categories, such as:

- coastal human resource development
- community empowerment
- institutional governance
- blue economy
- innovation and digitalization

4) Selective Coding (Tema Utama)

From the grouping results, the main research themes were identified:

1. Development of coastal human resource capacity
2. Economic empowerment of coastal communities
3. Implementation of the blue economy
4. Governance and institutions
5. Gender and social inclusion
6. Innovation and digital transformation

Data Validity

To ensure the validity of the data in this study, several strategies were used, namely:

- Triangulation of literature sources, by comparing various articles from different journals
- Audit trail, which systematically recorded the entire selection and coding process
- Consistency check, to ensure the consistency of coding results between categories
- Interpretative validation, which ensured that the interpretation of themes aligns with the context of the original literature.

IV. RESEARCH RESULTS

General Description of Analyzed Articles

The results of the literature selection using the PRISMA approach indicate that of the approximately 1,000 articles identified through Publish or Perish, 41 scientific articles met the inclusion criteria. These articles were predominantly published between 2020 and 2026 and discussed the relationship between human resource management (HRM), coastal communities, and the blue economy. Most of the studies used descriptive qualitative approaches, case studies, and literature reviews, highlighting issues such as coastal community empowerment, human resource capacity development, and the implementation of sustainability-based blue economy policies. These findings indicate that coastal HRM studies are developing significantly in the context of blue economy transformation and sustainable development (Daulay, 2025; Fiansi et al., 2025).

Theme 1: Coastal Human Resource Capacity Development

The first and most dominant theme in the literature is coastal human resource capacity development. The primary focus of this theme is improving the knowledge, skills, and competencies of coastal communities to support the implementation of the blue economy. Recent studies have shown that the quality of human resources is a key factor in the success of blue economy policies, particularly in the fisheries, tourism, and maritime economic sectors. Human resource competencies, including knowledge, technical skills, and work attitudes, have been shown to influence the effectiveness of blue economy implementation in coastal areas (Fiansi et al., 2025). Furthermore, research based on global studies shows that structured capacity building programs can increase community participation in sustainable marine resource management, while simultaneously improving environmental and blue economy literacy (Soelistya, 2026; Rumonin, 2025).

Theme 2: Coastal Community Economic Empowerment

The second theme that consistently emerged was the economic empowerment of coastal communities. The main focus of this theme is improving welfare through local business development, economic diversification, and strengthening marine-based MSMEs. Research shows that a community-based empowerment approach can increase the income of coastal communities while strengthening local economic resilience. This strategy is also a crucial part of implementing a blue economy, which emphasizes social and economic inclusiveness (Ginanjari & Adriyadi, 2024). Globally, studies also show that integrating HRM with empowerment strategies can increase the productivity and economic stability of coastal communities by more than 30–40% in some cases of community-based implementation (Soelistya, 2026).

Theme 3: Blue Economy Implementation and Sustainability

The third theme relates to the implementation of the blue economy and environmental sustainability. The blue economy is understood as a development approach that balances economic, social, and environmental aspects in marine resource management. Research indicates that the implementation of the blue economy is still in its early stages in many coastal areas, but it shows significant potential for improving community well-being if supported by appropriate policies and adequate human resource capacity (Rumonin, 2025). Other studies also emphasize that the success of the blue economy depends heavily on the integration of technological innovation, environmental governance, and local community involvement in coastal resource management (Ujianti, 2025; OECD, 2021).

Theme 4: Coastal Governance and Institutions

The fourth theme is governance and institutions in coastal area development. The analysis shows that the success of coastal-based HRM implementation is significantly influenced by the quality of governance between the government, the private sector, and the community. Research indicates that a lack of coordination between institutions is a major obstacle to the implementation of blue economy policies. Therefore, a collaborative governance model is needed to increase the effectiveness of coastal development programs (Baum & Cooper, 2006; Rosid et al., 2025). Furthermore, the integration of HRM into institutional policies has also been shown to increase the effectiveness of sustainability policy implementation, particularly in the tourism and fisheries sectors (Sitohang et al., 2024).

Theme 5: Gender and Social Inclusion in Coastal Areas

The fifth theme is gender and social inclusion. Studies show that women play a crucial role in the coastal economy, particularly in the seafood processing, trade, and MSME sectors. However, unequal access to training, capital, and decision-making persists. Therefore, inclusive blue economy policies need to consider gender aspects to enhance social sustainability (Pahuja et al., 2025). Recent research also shows that increasing women's participation in the coastal economy can improve economic efficiency and strengthen the social resilience of coastal communities (Made et al., 2025).

Theme 6: Coastal Innovation and Digital Transformation

The final theme is innovation and digital transformation in coastal human resources management. The analysis shows that digitalization is becoming a crucial factor in supporting the implementation of the blue economy. Technologies such as information systems, digital marketing, and community-based economic platforms have been shown to improve the efficiency of coastal resource management. Studies also show that technology integration in human resources management can accelerate community adaptation to global economic changes (Crosby et al., 2023). Furthermore, technology-based approaches also support data-driven decision-making in sustainable marine resource management (OECD, 2021).

Summary of Key Findings

Based on the analysis of 41 articles, six main themes emerged:

1. Coastal human resource capacity development
2. Coastal community economic empowerment
3. Blue economy implementation
4. Governance and institutions

5. Gender and social inclusion

6. Innovation and digital transformation

These findings demonstrate that coastal-based human resources (HRM) from a blue economy perspective is multidimensional and integrated, with human resources at the center of all aspects of coastal development.

DISCUSSION

Interpretation of Research Findings

The analysis of 41 scientific articles indicates that coastal-based human resource management from a blue economy perspective is a multidimensional and integrated concept. This finding indicates that human resource development is not solely related to improving technical skills but also encompasses aspects of economic empowerment, institutional governance, innovation, and social inclusion in coastal area development. The predominance of human resource capacity development themes indicates that the literature places human resources as the primary factor in the success of coastal development. This aligns with the view that human capital is a strategic asset in sustainable economic development, particularly in the context of natural resource-based regions such as coastal areas (Becker, 1993; Béné et al., 2016).

Coastal Human Resources Management from a Human Capital Theory Perspective

The findings of this study reinforce Human Capital Theory, which states that investments in education, training, and skills will increase productivity and economic well-being. In the coastal context, improving the quality of human resources has been shown to be a key factor in increasing community income and strengthening local economic competitiveness. These results demonstrate that various training, capacity building, and empowerment programs found in the literature have not only social but also significant economic impacts. Thus, coastal-based human resources management cannot be separated from efforts to improve human capital as the primary foundation of development (Schultz, 1961; Becker, 1993).

Integrating Human Resources with the Blue Economy

The research also shows that the concept of the blue economy is a central framework in much of the literature analyzed. The blue economy emphasizes the balance between economic growth, environmental sustainability, and social welfare. In the context of coastal human resources, the blue economy functions as a value system and development direction that integrates human resource development with the sustainability of marine resources. These findings suggest that the successful implementation of the blue economy is highly dependent

on the quality of the people who manage these resources. Previous studies have also shown that without strengthening human resource capacity, the implementation of the blue economy tends to be suboptimal and merely normative in policy (OECD, 2021; Spalding, 2016).

Theme Synthesis: Fragmentation towards Conceptual Integration

One of the key findings of this study is the continued fragmentation of coastal human resource (HRM) studies in the scientific literature. Some studies focus solely on economic empowerment, while others emphasize environmental or institutional aspects separately. Through a content analysis of 41 articles, this study successfully synthesized six main themes:

1. Coastal human resource capacity
2. Economic empowerment
3. Blue economy
4. Institutional governance
5. Gender and social inclusion
6. Innovation and digital transformation

This synthesis demonstrates that all these themes are interconnected and form an integrated coastal development system. Thus, this study contributes to transforming this fragmented approach into a more holistic conceptual approach.

Model Konseptual MSDM Berbasis Pesisir dalam Blue Economy

Based on a literature synthesis, this study produces a conceptual model of coastal-based human resources from a blue economy perspective, consisting of four main components:

1. Input
 - Coastal human resources
 - Marine resources
 - Community socio-economic conditions
2. Process
 - Capacity building
 - Community empowerment
 - Institutional governance
 - Innovation & digital transformation
3. Moderation
 - Local wisdom
 - Gender inclusion
 - Community participation

- Environmental sustainability

4. Output

- Competent coastal human resources
- Improved community welfare
- Strengthening coastal MSMEs
- Sustainable coastal economy

This model demonstrates that coastal-based human resources cannot stand alone, but is the result of complex interactions between people, institutions, and the blue economy-based economic system.

Theoretical Contribution

Theoretically, this research contributes to the development of contextual human resource management (HRM) studies, particularly in coastal areas. This research broadens the traditional HRM perspective, which typically focuses on formal organizations, to include community-based HRM. Furthermore, this research strengthens the integration between human capital theory and the blue economy framework, a concept rarely studied in a coherent manner in the scientific literature.

Practical Contributions

Practically, the results of this research can serve as a basis for:

- the government in formulating coastal human resource development policies
- educational institutions in developing coastal community training programs
- development stakeholders in designing community-based blue economy strategies
- The resulting model can also be used as a reference in designing more structured, sustainable, and evidence-based coastal community empowerment programs.

Research Novelty

The novelty of this research lies in the content analysis-based synthesis of scientific literature on 41 articles, resulting in an integrative conceptual model of coastal human resource management (HRM) from a blue economy perspective. Unlike previous studies, which tended to be partial, this study combines various dimensions (HR, economic, institutional, social, and innovation) within a single, coherent conceptual framework. Thus, this research is not merely descriptive but also provides a conceptual contribution to the development of coastal-based HRM theory.

V. CONCLUSION

This study aims to analyze the scientific literature on coastal-based human resource management from a blue economy perspective through a content analysis approach of 41 selected scientific articles. The results indicate that coastal human resource management studies in the scientific literature can be classified into six main themes: human resource capacity development, coastal community economic empowerment, blue economy implementation, governance and institutions, gender and social inclusion, and innovation and digital transformation. The research findings indicate that human resource development is a key factor in the successful implementation of the blue economy in coastal areas. The integration of human resource capacity, community empowerment, and institutional governance is a crucial element in creating sustainable and inclusive coastal development. Furthermore, this study produces a conceptual model of coastal-based human resource management from a blue economy perspective that emphasizes the interrelationships between inputs in the form of human resources and coastal resources, processes in the form of capacity building and empowerment, moderating factors in the form of social inclusion and sustainability, and outputs in the form of improving community welfare and strengthening a sustainable coastal economy.

Theoretically, this research enriches human resource management studies by integrating the perspectives of human capital theory and the blue economy framework in the context of coastal areas. Practically, the results of this study can serve as a basis for the government and stakeholders in designing more effective, sustainable, and evidence-based coastal human resource development policies. However, this study is limited by its use of secondary data in the form of scientific literature, which precludes empirical validation in the field. Therefore, further research is recommended to test the conceptual model using a quantitative or mixed methods approach and expand the data coverage to more diverse coastal contexts.

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